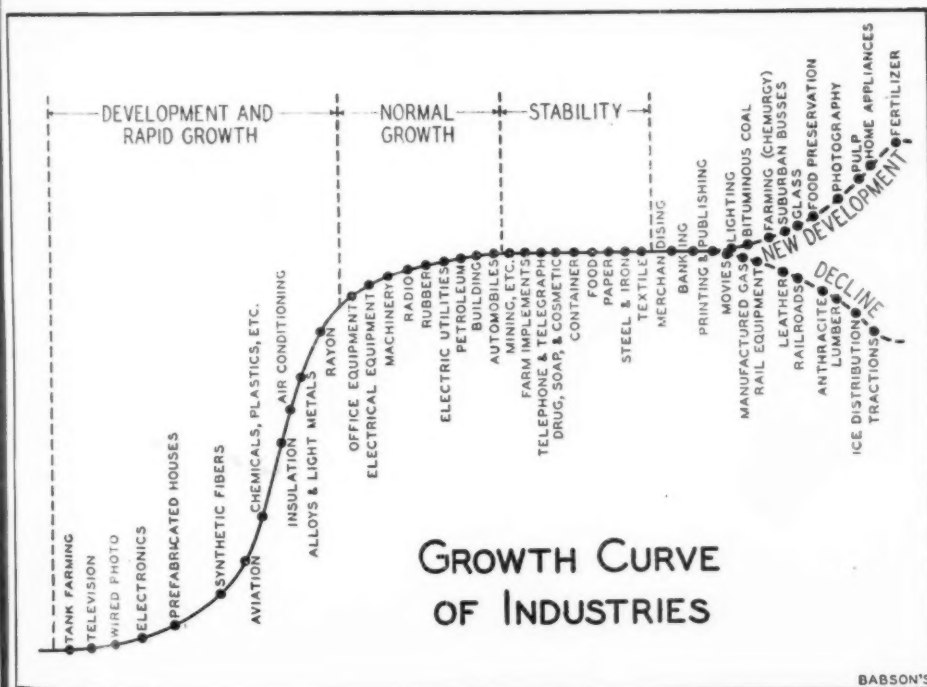


FEBRUARY 15, 1943



TWENTY CENTS

Sales Management



This is the prospective growth curve of 52 industries in the post-war world, as seen by the editors of Babson's Reports. Imagine that the seed of an industry is sown some time toward the left of the first vertical dotted line. Consider also that the eventual extinction of an industry takes place at the extreme right of the chart, beyond the end of the curve. Where do you stand?

What *Every Woman* wants to know about a Man...



—that if he can't see action on the fighting front, he swings into action on the home front . . . that he volunteers for the service he can do best, whether it's first aid or civilian defense against possible air raids!



—that he makes the most of his well-earned leisure . . . that he always chooses the best, complimenting his guests and his own good taste by serving mild Old Schenley, first in quality among bottled-in-bonds!



Straight Bourbon Whiskey — 100 Proof — This whiskey is 6 years old. Stag-Finch Distillers Corporation, New York City
[TUNE IN JACK PEARL ON SCHENLEY'S CRESTA BLANCA WINE CARNIVAL—MUTUAL BROADCASTING SYSTEM—EVERY WEDNESDAY EVENING]



708,000 Soldiers of Production

IN no other American community has the tempo of war production, or the quantity of materials produced reached such heights as in Detroit.

Now, 708,000 men and women are working round-the-clock in Detroit's huge industrial plants, earning more than \$35,000,000 weekly, and producing over \$20,000,000 worth of war materials every day.

In this market of over 2,700,000 people there is but ONE morning newspaper, The Detroit Free Press. Within the year its circulation has in-

creased more than 50,000 copies per day, to a net paid average (quarter ending Oct. 1, 1942) of 368,064, with NO increase in its advertising rates.

IF you have anything to sell, Detroit is America's best and most productive market, and The Free Press should lead off your media list in this area.

The Detroit Free Press

STORY, BROOKS & FINLEY, INC., Nat'l Representatives



Friend of the Handicapped

Eight years ago, Edythe Kennedy began to sell a "tough product." She tried to place handicapped people in jobs during the depression.

And, literally, it *was* a product. She studied the blind, deaf, hard of hearing, and crippled, determined what kinds of work each could do, encouraged those with abilities to undergo special vocational training, coached them—and then offered them to employers, who at that time were not enthusiastic.

Recently Mrs. Kennedy made a difficult placement which showed the promising progress made since 1935. She placed a woman who had had both legs and one arm amputated, but a woman who has an active mind and personality, and who now is a satisfactory receptionist in a war plant.

War has created a market for the handicapped. And, because the Los Angeles office of the United States Employment Service was prepared for the emergency with a special department for handicapped job-seekers, under the supervision of Mrs. Kennedy, it leads the country in placements. Since Pearl Harbor, several thousand handicapped workers have been placed, and the trend steadily is continuing toward jobs in war plants. At the start, three out of four handicapped people were placed in civilian work; now those three are placed in war industries.

The first obstacle to overcome in placing handicapped workers is employer resistance, which is based on a lack of knowledge of what they can really do, and a fear of accidents if they are hired. Often employers refuse to listen to the possibilities.

An employer might be willing to try handicapped workers, but he wants work studies before they are actually put on the payroll. Many times employers are surprised. Deaf-mutes properly placed many times prevent accidents because they are not easily distracted.



Both of these men are detail assemblers at Lockheed although both are sightless. They install riv-nuts for the de-icing boot on the P-38 "Lightning."

They also are keenly sensitive to vibrations which makes them efficient machine operators. Again, hard-of-hearing workers are more difficult to place than deaf-mutes, because their handicap takes many forms, requiring individual adaptation to particular types of work.

This complex "product" is sold on merit alone. No special consideration is asked for a trained worker placed in a suitable job. Employment is at standard wages, and the handicapped employee works with physically normal people. If he or she fails to maintain work standards, discharge or transfer follows in the usual way.

Placement work involves interviews with each handicapped person to obtain facts about his particular disability, education, working experience, hobbies, and disposition. Since Pearl Harbor, inquiries are made with particular reference to open jobs. When the "client" is qualified, he is sent to an employer with information about his disability.

Will handicapped workers hold this market after the war? In California, they are going to try to hold the market. A recently organized council, which has fourteen groups covering the state, is coordinating the placement work, and is maintaining contacts with more than 1,700 employers who are now employing handicapped people.

Anne Farrell—Toy Lady

One of the up-and-coming personalities in the toy industry is Anne Farrell, a personable young woman still in her twenties, who designs toys which are manufactured for her by two large firms, and who handles their sale and distribution from her New York office. Just completing her third year in business, she can be chalked up as a success in her own right, as well as a major factor in the "toys-with-a-purpose" trend in this country and abroad.

Miss Farrell's experience with toys dates back six years, when as an art student in Detroit she tried her hand at designing playthings for pupils of friends who were nursery school teachers. Her awakened interest in the subject led her to take courses in child psychology, nursery school and kindergarten education, and later to work for a year in the toy department of a large New York store. Meanwhile she did research on all phases of toys.

A girl of wide vision, she had many ideas about the proper design and manufacture of toys—ideas she wanted to try out in a big way. She favored wood as a medium, because it is easily worked, because it is pleasant to the touch (important to small children), and because it is abundant and inexpensive. In studying the toys of all nations, she was impressed by the fact that Sweden, a progressive country, had a relatively undeveloped toy industry, though rich in craftsmen and in wood products, which make up 50% of the nation's natural resources. So she wrote a prospectus for a toy project for Swedish industry and education and sent it to the Swedish Chamber of Commerce. Almost before she could say Jack Robinson, she was on a boat, Sweden-bound. Luckily for her, the woman at the head of the nursery and kindergarten school movement in Sweden, then just getting under way, became interested in her ideas and was instrumental in having her project sponsored by The Swedish Co-Operative Societies.

With *carte blanche* to travel about to Swedish factories and select the ones best fitted to carry out her theories, she had samples made up, did research to discover the reactions of children to the toys, got the perfected designs into production, and came back to the U. S. within the year. Toys of her design are still being made in Sweden.

Back in this country, she decided to go into business for herself. She made arrangements to have two firms, Milton Bradley Co. and the New England Box Co., manufacture toys according to her specifications. She launched the venture by exhibiting at the Toy Fair in 1940. There was a warm response not only from psychologists, nursery school and kindergarten folk, but from retailers too. She and her assistant, Katharyne Whitener, worked on the premise that they were not merely selling toys, but selling principles and a philosophy as well. They traveled about and

Try and beat 'em!

A
♠ Milwaukee, the nation's sixth city in manufactures, now has a factory wage-earner payroll of \$36,000,000 monthly in the metropolitan area—367% of the 1939 census figure.

*It's a
WAR-BOOMING
market!*

A
♦ The Milwaukee Journal reaches a larger audience than any one daily paper published in St. Louis, Cleveland, Baltimore, Los Angeles, San Francisco, Pittsburgh or Washington, D. C.

It's a BIG market!

A
♥ The Milwaukee Journal reaches a larger percentage of all City Zone homes than any other newspaper in any city of 500,000 or more population—92 per cent of latest family estimate.

*It's a true
ONE-PAPER market!*

A
♣ The Milwaukee Journal milline rate—\$1.57 daily—is one of the five lowest among the "First Fifty" advertising leaders listed by Media Records.

*It's an
ECONOMICAL
market to sell!*

THE MILWAUKEE JOURNAL
FIRST BY MERIT
SIXTH LARGEST ADVERTISING VOLUME IN AMERICA

FEBRUARY 15, 1943

"This year's cotton income will exceed that of any other year since 1928 and the present forecast for cotton production is 13,329,000 bales, which is 220,000 more than the average for the last ten years."—Manufacturers Record.

Memphis

WORLD'S LARGEST COTTON MARKET



Cotton is the South's most important source of wealth, and Memphis handles more cotton than all other American markets combined. Besides 175 important Memphis firms selling direct to mills, in the Memphis market are 4,000 cotton gins, 200 oil press mills, 1,000 warehouses.

Cotton is selling at the highest price in 13 years—400 percent above 1932 level. Value of the cotton and seed grown in the Memphis Area last fall exceeded a Half Billion Dollars.



1942 buying income for the recognized Memphis Market was \$963,000,000 — a \$220,000,000 increase over 1941. With 14 percent more buying power than any other southern trade area, Memphis today is a Billion Dollar Market — the South's Biggest Trade Area: Biggest Retail Sales, Biggest Income Gains, Biggest Population, Biggest Area.

★ THE COMMERCIAL APPEAL
★ MEMPHIS PRESS-SCIMITAR

[4]



Junior is a bright boy. He divides his attention equally between the exciting toys on wheels and the charming Miss Farrell, whose sound ideas created them.

talked to store presidents, buyers and salesgirls, spreading the gospel that toys should aid in the development of children, that they are "growing tools," and that the kinds of toys a child has may influence his character immeasurably.

Each time the girls opened an account they sent the store a prospectus (Miss Farrell will write one at the drop of a hat), outlining her ideas about toys. The stores usually made copies of these, Marshall Field, for example, having twenty of them bound in leatherette covers as sales guides for the toy sales staff. The Anne Farrell line is now carried in 200 U. S. stores, some of which have special Anne Farrell departments.

Miss Farrell's ideas are sound, according to educators. She says a toy should give a child self-expression. It should be esthetically pleasing, beautiful in color, line and form. It should be pleasant to the touch, because feeling develops early and is important to a child. It should aid social development, encourage conversation and group play. It should aid mental development, permitting exercise of the imagination. (The doll, time-tested and of universal appeal, is a perfect toy.)

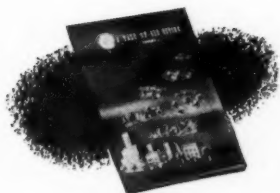
It is important to choose the right toy for a youngster—one that interests him, but is not too difficult for him to manipulate or operate. The too-difficult one may lead to frustration and perhaps even a train of neuroses. "Toys are practically the only means of self-expression available to a child," says Miss Farrell. "What he eats and what he wears are chosen by his elders.

"In their play children like to dramatize and imitate adult activities. They are interested in objects related to their environment. They like dolls representing policemen, mailmen—people with whom they are familiar. We have found that while city children love blocks and make skyscrapers with them, country children use them to make low, rambling structures, but without a great deal of enthusiasm. They are likely to imagine that a block is a horse, or to use a big block to climb on. Country children enjoy toys in the form of trucks and tractors.

Some of the Anne Farrell toys now on the market are blocks—four-sided and five-sided (these nests having seeds hidden in them, to make sounds); all her blocks are lovely to look at. Then there are cars of simple lines, yet fairly realistic, with steering wheels and seats inside, and with removable wheels, headlights and motors. Her boats, like her cars, have parts that are easily removable, to give little fingers manipulative training. All her wheeled toys run upside down as well as normally, because small children recognize no such thing as "upside-down-ness."

The Farrell toys are signed and the stores have promoted them in connection with the maker's personality. She applies her theories not only to her own toys, but to all toys and seems genuinely interested in lifting the level of toys for everyone concerned—consumers (and consumers' parents), educators and the industry, as well as for her own business aims.

SALES MANAGEMENT



Congratulations Niles Trammell and NBC

The "Tale of 412 Cities," revealing that NBC leads by more than 3 to 1 in "Listened to Most" at night, is a tribute to you, Mr. Trammell, the National Broadcasting Company and all NBC stations.

and may KSD take a bow for this?



KSD has scored a double distinction in "The Tale of 412 Cities," the most comprehensive survey in radio history! In answer to the question "What radio station do you listen to most at night?," KSD scored two important firsts.

In St. Louis, KSD was named by 70% of those who replied as the favorite night-time station.

Nationally, no other radio station in any of the major markets (cities over 600,000) equalled this percentage dominance of the night-time listening audience. Cost and coverage considered, KSD is one of America's top-ranking night-time radio buys.



OWNED AND OPERATED BY THE ST. LOUIS POST-DISPATCH

Nationally Represented By Free and Peters

FEBRUARY 15, 1943

[5]

Sales Management

VOL. 52, NO. 4 FEBRUARY 15, 1943

CONTENTS

Advertising and Public Relations

- Dr. Pepper Marshals Field Men in Home-Front Morale Campaign 62
*Based on an interview by J. Richard Brown with W. V. Ballew, Vice-President,
Dr. Pepper Co., Dallas, Tex.*
- Paint Firm Advertising Seeks to Ease West Coast Housing Crisis 57
- Scott Campaigns Promote War Program and Aid Customers During "Scarcity" ... 18
By Lawrence M. Hughes

General

- Grocery Bags Carry Wartime Slogans 49
- Jewelry Firm Finds Essential War Task in Medal Making 50
- Significant Trends 15

Manpower Problems

- "Story" Want-Ad Copy Pulls for National Union 26
- Women Make Good as Service Station Attendants for Shell 32

Post-War Planning

- Monsanto Assays Products for Their "Job Potential" After "V" Day 52
*Based on an interview by Lester B. Colby with Francis J. Curtis, Director of
Development and Chairman of the Post-War Planning Committee,
Monsanto Chemical Co., St. Louis, Mo.*

Product Design and Packaging

- Coolerator Metal-less (Almost) Ice Box Beats Materials Shortage 66
*Based on an interview with H. H. Ganzer, Vice-President and General Sales
Manager, The Coolerator Co., Duluth, Minn.*
- How One Designer is Blueprinting the Automobile of the Future 24
By Lloyd Stouffer
- Prize Packages in "5 & 10" Competition 28

Sales Meetings

- Slides Tell How to Plan and Run a Successful Film Meeting 78

Sales Policy

- How Zenith Is Helping Distributors Survive the Global Hurricane 70
*Based on an interview with Orrin E. Wolf, Marketing Manager,
Zenith Radio Corp., Chicago, Ill.*

Sales Promotion

- Of Art Imagination, and Madness: These Displays Stop the Crowds 22

Selling in Wartime

- Six Ways to Keep in Touch With Customers When Men Can't Travel 36
By James C. Cumming, Grey Advertising Agency, New York City

Departments and Services

- Campaigns and Marketing 21
- Comment 88
- The Human Side 2
- Marketing Pictographs 41
- Media and Agency News 82
- News Reel 17
- On the Wartime Sales Front 34
- Sales Letter Round Table 80
- Scratch Pad 76
- Tips 86



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INDEX TO ADVERTISERS

Aero Digest	60-61
Akron Beacon Journal	33
American Builder and Building Age	60-61
The American Magazine	71
The Associated Business Papers	83
Boot and Shoe Recorder	60-61
Booth Michigan Newspapers	68
Box 1027	85
Box 1028	85
Building Supply News	60-61
Chemical & Metallurgical Engin'g	60-61
The Chester Times	86
The Chicago Times	40
The Christian Science Monitor	69
Cosmopolitan	37
The Cowles Stations	27
The George F. Cram Co.	58
The Detroit Free Press	1
Dewar's "White Label"	4th Cover
Food Industries	60-61
Fortune	14
Free & Peters, Inc.	84
The Gary Post-Tribune	57
Hearst Newspapers	Facing Page 32
Hotel Management	60-61
Hotel Mayfair	86
India Rubber World	60-61
Iron Age	60-61
KSD (St. Louis)	5
KWKH (Shreveport, La.)	77
KYW (Philadelphia)	51
Ladies' Home Journal	8
Life	44-45
Los Angeles Times	79
March of Time	86
Machinery	60-61
Marine Engineering and Shipping Review	60-61
Mathias and Carr, Inc.	86
McGraw-Hill Publishing Co., Inc. 9-10-11-12	
The Memphis Commercial Appeal ..	4
Mill & Factory	7
The Milwaukee Journal	3
Minneapolis Star-Journal & Tribune	81
Modern Magazines	43
Nation's Business	36-38-82-86
The New Britain Herald	82
The New York Times	35
Philadelphia Inquirer	75
Pittsburgh Sun-Telegraph	55
Harold L. Post	65
Power	60-61
Practical Builder	60-61
Prairie Farmer	53
Purchasing	60-61
Railway Express Agency, Inc.	72
Ross Federal Research Corp.	87
Sales Management	60-61-68
Old Schenley Bottled in Bond	2nd Cover
The Spokane Spokesman Review	30-31
Stecher-Traung Lithograph Corp. ..	39
Successful Farming	63
Syndicate Store Merchandiser	64
Time Magazine	59
Toledo Blade	54
The Troy Record, The Times Record	49
WDRC (Hartford)	13
WGAR (Cleveland)	47
WHKY (Hickory, N. C.)	58
WLW (Cincinnati)	3rd Cover
WMC (Memphis)	73
WOAI (San Antonio)	56
Woman's Home Companion	29
The Worcester Telegram-Gazette ...	74
WTAG (Worcester)	50
WTAR (Norfolk)	76
WTIC (Hartford)	67

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending February 15, 1943:

Price Control After the War

ALREADY THERE IS AGITATION for the quick dropping of most of the government wartime controls as soon as the war is over. One of the controls should not be dropped quickly, however, if we are to avoid costly inflation.

We've just been checking back on conditions during and after the first World War. During the four years ending July 1, 1918, prices climbed 48%; in the following two-year period they went up another 52%. Economists agree that the depression of 1921 was more the consequence of the post-war inflation than of the wartime inflation. Manufacturers and retailers told the public that its Liberty Bonds were like cash. When the millions of soldiers came back, they needed civilian clothing, and large numbers of them married and started to buy household goods.

When retailers found that the usual sources of supply could not meet the demand, they began to duplicate their orders. Manufacturers began to bid against each other for raw materials and labor—and, of course, they raised their prices. Soon prices went up far beyond consumers' ability to pay and buyers' strikes resulted. Do you remember the overall parade on Fifth Avenue? Then came wholesale cancellation of orders and a collapse of prices.

When this war is over, War Bonds in the hands of the public will exceed thirty billions and most installment debts will have been paid off. Unemployment insurance will remove some of the fear which might hold back buying. Buying will be terrific.

Any real or lasting prosperity in the post-war period must be predicated upon full employment, and if prices soar, the consumption of goods necessarily will suffer, since so many millions of us are held to a relatively fixed income. To these people, doubling the price means halving the consumption. The Government should continue a ceiling on prices until the danger of inflation is over.

The Chance for Small Business

LITTLE OR NO FURTHER TIGHTENING of civilian economy seems to be the WPB plan. It is felt that the Army, Navy and lend-lease drain on our total economy is reaching a point where health and morale may soon be endangered. The bicycle quota for example, has been increased, and farm machinery makers have been granted a 50% increase in steel allotment. Their industry has been given an AA-1 rating, equal to the highest military priority.

Petroleum and food are two commodities on which Donald Nelson is said to feel that the Government has gone too far in its anxiety to give the military machine and our Allies everything needed to press the war to a speedy conclusion.

If greater attention is to be given to improving the civilian economy, we think that small business organizations

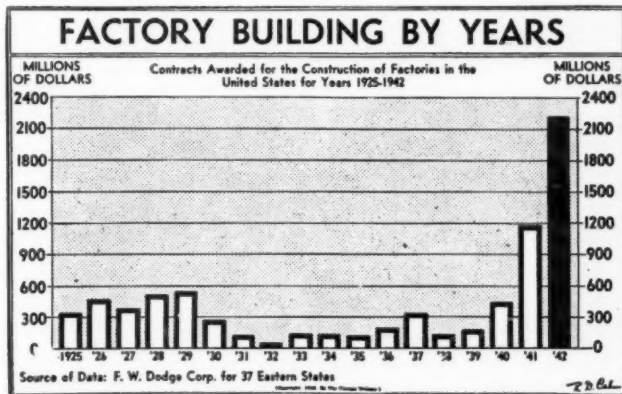
should be favored. Today they are definitely on the spot, and their loss would be the nation's loss, for it is these enterprises that have given a middle-class character to America. They have been responsible for the wide diffusion of economic power, and have made possible for producers and consumers alike a wide freedom of choice.

As of 1939, there were 2,750,000 small business concerns in the United States, furnishing employment to 8,350,000 people, and transacting about 34% of the total business and about one-third of the manufacturing. Only 45,000 of the 169,000 small manufacturing concerns (those employing less than 100 employees) are capable of being converted to war work. The big plants with their assembly lines and their mass production must be depended upon to produce most of the *military* materials for crushing the Axis. More and more the small concern should be looked to for production of an increasing share of the *civilian* products.

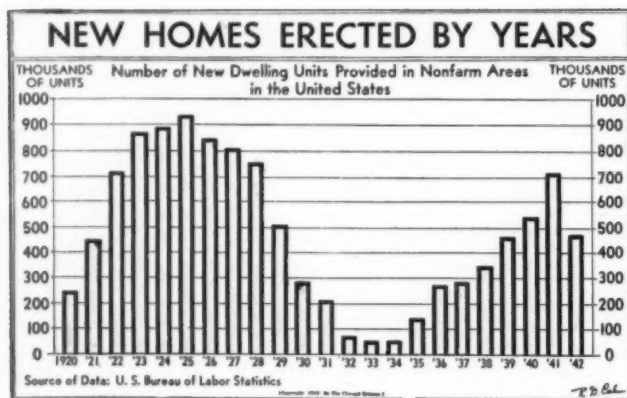
Enjoy What You Have

AREN'T YOU GETTING PRETTY SICK and tired of the people who constantly talk about the "sacrifices" which they are making? If we can't get as much butter and bacon and gasoline as we want, we just can't get it and will have to get along with something else and that's all there is to it. If greater shortages come, and they doubtless will, what have we got to "sacrifice"? We will just have to do without, or do with something else, and that's hardly sacrifice when we are at war.

A lot of the radio stars and commentators and announcers who are so constantly telling us to make sacrifices don't get the action they request because there are so many cynical people who, as Burton Rasco pointed out in the New York *World-Telegram* the other day, believe that these men just before they went on the air wrapped themselves around fat porterhouse steaks with trimmings, absorbed a pot of good coffee and came to their half-hour's work in limousines under special gas ration dispensations.



The value of factory construction last year was not only far greater than in any previous year, but it exceeded the total for the years 1929 to 1939 inclusive. Can we look forward to very much factory building in the early post-war period? But there is a great opportunity for building of new homes. See chart on following page.



The story here is almost a complete reversal of the factory chart on the preceding page. The vast amount of home building in the 'twenties fell to almost nothing during depression years, and will be restricted by materials shortages until war's end. Then there should be a boom,—especially if management and labor can get together and give the public all of the advantages which pre-fabrication and technological improvements have to offer.

As a nation we aren't going to help the soldiers overseas or sanctify ourselves by wearing haircloth and heaping ourselves with ashes. It is a sound psychological fact that men and women are healthier and heartier, they work better and are more efficient, if they take time out now and then for entertainment. Shipyards and factories engaged in all-out war production provide music for the workers, often with dances and entertainment during the noon hour, and encourage recreational activities after work hours. Living like a hermit and giving up all normal healthful recreation and amusements will not contribute to the winning of the war. It isn't a sin to do anything that affords healthy pleasure and is within the laws of the land and the laws of common decency.

"The Best Tunes of All"

THE READER'S DIGEST STARTED SOMETHING last year with its organization of Plug Shrinkers, 522 Fifth Avenue, New York,—an organization designed to raise the level of commercial announcements on the radio. Offending commercials may be checked as being in bad taste, hokum, tiresome, repetitious, repulsive, long-winded, too intimate, too anatomical, silly, syrupy, poor sales policy.

Apparently protests are rolling in on Lucky Strike's "The best tunes of all move to Carnegie Hall; yes, the best tunes of all move to Carnegie Hall." We saw a batch of letters of protest on this announcement which came to Plug Shrinkers, and here are excerpts from a few: A Portland, Oregon, woman says, "The Lucky Strike Cigarette Company is seemingly unaware of the difference between advertising and boring their customers stiff" . . . 33 employees of the War Department in Atlanta signed a joint complaint and checked all but three of the epithets mentioned in the paragraph above. . . . A man in Pittsburgh claims that "The best tunes of all" was repeated 49 times by actual count on the January 23 Hit Parade.

An Army lieutenant and his wife in Baltimore said, "Lucky Strike green has gone to war" was bad enough, but this new one is beyond endurance." . . . A guy in Knoxville asks, "Can't anyone save Carnegie Hall?" and then goes on to say, "I hope that damn green never comes back from the war!" . . . An Omaha man calls the plug, "The worst, most tiresome, most repetitious and all-around

stinkiest commercial that has ever been put on the air." . . . A Californian who adds a postscript that he *used* to smoke Luckies, tells of the helpless radio audience, "which gritted its teeth and tried to soothe ragged, ruffled nerves; hoping that each announcement would be the last, hoping in vain as time wore on and the usually refreshing half hour was interrupted again and again by this nauseous word lashing."

The owners of the "Information Please" radio program tried to get a court injunction against the use of "Best tunes of all" but the New York judge held—rightfully, it seems to us—that if anyone was going to be injured it would be the American Tobacco Company.

It's none of our business, exactly, what Mr. George Washington Hill does on the air, and he may be able to prove that his feat of building up advance interest in a new radio program for Lucky Strike more than counterbalances the ill will which he creates by the repetitious slogan. . . . But we'd be willing to bet him a carton of Philip Morris against a carton of another of his brands, Pall Mall, that he can't prove it. Publishers of the country should send him thank-you letters. He probably made billions of people snap off the radio and turn to their favorite newspapers and magazines.

Significant Shorts

The Opportunity For Your Son: Recently a group of college graduates from the classes of 1920 and 1921 had a get-together meeting in Chicago and the unanimous feeling among what the Chicago *Tribune* called the "graying grads" was that this country did not offer the opportunities for their sons which *they* had enjoyed two decades ago. A partial answer to these pessimists is to be found on page 24 of this issue where we give a description and illustration of George Walker's "dream" car of tomorrow. This, so the optimists believe, is but one example out of thousands that point toward higher standards of living, higher average earnings, full employment, better health, greater leisure, greater all-around happiness. We shall have to wait and see.

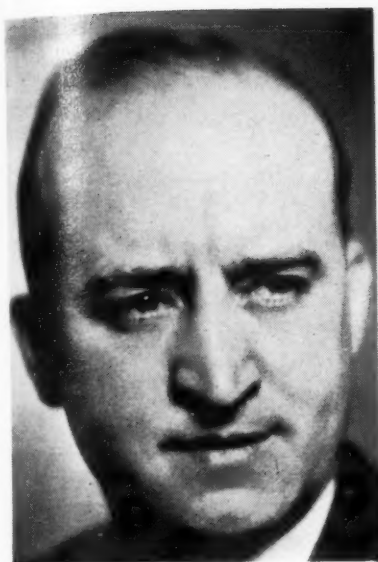
More Business for Small Retailers: The latest A. C. Nielsen survey on where people buy their drugs and grocery products shows that in the September-October, 1942 period, as compared with January-February, the small stores and the medium-sized stores in the drug field gained 38% to 24% respectively, as against an overall national increase of 22%, while in the grocery field small stores gained 46%, medium stores 31% and the overall increase was 27%. Changes in shopping habits due to the gas and tire shortage and restricted deliveries account for these shifts in buying habits.

Our March 1 issue will carry the results of an SM-Ross Federal survey on current shopping habits and brand acceptance among housewives.

Boardwalk Over the Atlantic: Dr. W. T. G. Baker, Vice-President of the General Electric Company, told members of the New York Chapter of the American Marketing Association the other day that big things are coming in the radio field—as soon as the war emergency is over. The opening up of an enlarged frequency spectrum will be equivalent to boarding over the Atlantic Ocean. New York and Budapest will then be as near together as Gary and Hammond . . . Dr. Baker also predicted that if the war lasts until 1945, 50% of the country's radio sets will be unusable.

PHILIP SALISBURY

SALES MANAGEMENT



John Walker has been elected vice-president and director of sales, P. Duff & Sons, Inc., Pittsburgh, according to announcement by William H. Duff, II, president. Mr. Walker joined the Duff staff a little over a year ago.



Stanley Talbott, formerly merchandise manager of the Dr. Pepper Co., Dallas, Tex., has been appointed advertising manager of the Pabst Sales Co., Chicago. Mr. Talbott also at one time was associated with the General Electric Co.



J. F. Weller has been appointed director of automotive sales for the American Brake Shoe & Foundry Co., New York City. Mr. Weller remains president of the Kellogg Division of American Brake Shoe.

NEWS REEL



Paul Meelfeld has been named manager of advertising and sales promotion, The Hinde & Dauch Co., Sandusky, O. He will direct development of new corrugated board packaging applications. Mr. Meelfeld has been with Hinde & Dauch since 1914, and has been advertising manager for the past six years.



Harry L. Mahoney has been made advertising and sales promotion manager of the associated tire and accessory division of The B. F. Goodrich Co., Akron, O., succeeding F. J. Rees, who was recently made manager of special accounts.



Henry J. Muesen has been made vice-president of Piel Bros., Brooklyn, N. Y., following resignation of Bruce Berckmans, vice-president and general manager. Mr. Muesen has been with Piel Bros. ten years and during the past year he was general sales manager and principal aide to Mr. Berckmans.



Joseph M. Allen, advertising manager, Bristol-Myers Co., New York City, has been elected assistant vice-president. Mr. Allen has been with Bristol-Myers since 1917, in sales promotion and in personnel work.

Edward C. Cahill has been elected president of the newly formed subsidiary of RCA Service Co., Inc., for the more efficient technical servicing activities of RCA Victor Division, Radio Corp. of America, Camden, N. J.





THE MISSING MAN

America will lose a week's production this year because of illness

A MILLION American workers are sick every day because of illness. This situation is based on reports of the U. S. Public Health Service. Over half of this lost time is due to colds and their complications, according to other authoritative sources.

Fortunately, there are ways in which this heavy loss can be reduced. The Industrial Health Practices survey of the National Association of Manufacturers

showed that absenteeism was cut 72% of the companies which established health programs. Individual house-cleaning, soap and hot water help prevent the spread of contagious diseases.

Perhaps you are now giving your workers the protection of "Soft-Tuff" Scott Tissue Towels. Then there is something else you can do — encourage your employees to share the supply of these towels with other workers.

Join the Scott WAR ON WASTE

The Scott Washroom Advisory Service can suggest many ways to prevent the waste of tissue towels. With our careful workers, for example, you can impress on workers that one Scott Tissue towel will do a complete drying job.

In fact, a single "Soft-Tuff" towel can soak up twice as much water as is normally present on hands after washing. And it has ten times the soft strength of previous Scott Tissue towels... though soft as ever.

Savings up to 25% have already been demonstrated. Other wisdom measures can often be made, with improved hygiene, order and efficiency.

For details about this service, write Scott Paper Company, Chester, Pa.



The woman who FORGOT Pearl Harbor

She forgot that SHARING is important in winning a war!

Hoarding by a few takes needed supplies from many others...creates general distrust...encourages inflation!

And hoarding is so NEEDLESS! There is enough if ALL will SHARE—by keeping no more than a normal supply on hand. Scott Paper Co., Chester, Pa.

THERE ARE ENOUGH SCOTT TISSUES IF ALL WILL SHARE
...more toilet tissues are being made than ever before!

A message in the interest of intelligent buying and patriotic behavior

(Left) Few problems are currently more serious than that of absenteeism in war plants. Scott has been telling management that this troublesome situation can be eased through proper health precautions in plants and offices. (Right) Scott's anti-hoarding campaign looked facts squarely in the face, reminded buyers that over-buying was tantamount to sabotage.

Scott Campaigns Promote War Program And Aid Customers During "Scarcity"

Six separate "in-the-public-interest" drives represent Scott Paper Company's contribution to victory. At the same time, the firm is doing a selling job — not by selling more, but by serving more people through teaching conservation. And the goodwill it is building for the future is incalculable in terms of dollars and cents.

BY LAWRENCE M. HUGHES

Scott Paper Co. has proved that "war-aid" programs can serve, definitely and tangibly, both the nation and its own customers.

Such campaigns depend on the soundness of their objectives and the vigor and thoroughness with which they are developed and used.

In fighting waste of manpower and materials, Scott is helping to bring millions of Americans more effectively into the war program.

In recent months, Scott has been waging these campaigns:

"Anti-Hoarding," to and through retailers to combat consumer hoarding;

"The Missing Man," in executive publications and in factories, to reduce lost man-hours and absenteeism by promoting better health facilities and practices;

"The Health Zone," to architects and plant management on the need of "planned" washrooms and equipment;

"War-Time Clean-up Wardens," in national media, to enlist children in neatness and sanitation;

"War on Waste," for general business and industry, tied up with the "Scott Washroom Advisory Service;"

"Health is Ammunition, Too," serving business and industry.

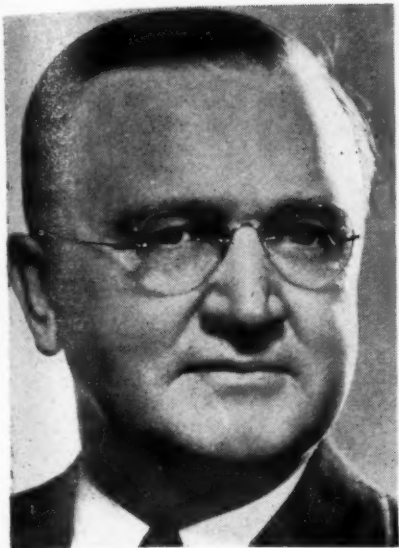
These campaigns, all keyed to the war program and the national need,

also spring from a policy of promoting health, efficiency and economy, which Scott has followed for years.

Although the company is over-sold, it is increasing still the number of users served by promoting efficiencies in distribution and use. Scott's sales forces, retail and industrial, are helping more than ever to meet the problems of customers, and its advertising is being maintained.

Founded by E. Irvin Scott and his brother, Clarence, in 1879, Scott Paper Co. emerged as the leader in its field in the last 30 years, under Irvin Scott's son, Arthur, until his death in 1927, and since that time under the present management. The number of brands was reduced from about 2,000 to six . . . Scott Tissue and Waldorf towels and toilet tissues; Scott Towels and Soft-Weave toilet tissue. The company began to advertise in 1910, and has been at it consistently since then.

There were problems of supply and transport in World War I. But Scott advertised through that period. In the last 20 years the advertising, in circulation and size of space, increased consistently. In 1943 it will continue with



Because he came up on the sales side of the business, Thomas D. McCabe, president of Scott, is under no illusions about there being no need for continued advertising and selling in the seller's market created by a state of war.

emphasis on wartime problems, rather than selling the products.

Under Thomas B. McCabe, president, and William F. Mohan, first vice-president, Scott continues to move ahead through rapidly changing times. The fact that both Mr. McCabe and Mr. Mohan are former salesmen and sales executives of the company may have a lot to do with this. They continue their great interest in sales as well as broad administration duties. Both have been with the company for more than 25 years. D. A. Prouty, retail sales manager; George Swatek, industrial sales manager, and Harry Pardee, advertising manager also grew up with the company.

Practices What Is Preached

Part of Scott's industrial program deals with facilities that are important in relations between businesses and industries and their employees. A visit to its big plant at Chester, Pa., shows that Scott practices what it preaches. Facilities for health and recreation are good. Waste is cut to a minimum. Employee turnover—until the war took more than 20% of them—has been low. Of the 1,500 Chester employees 23 are members of the 25 Year Club; 283 have been with the company at least 10 years.

In its wartime campaigns, Scott emphasizes *specific* things which individuals and companies can do to aid the war program, and themselves.

Shortly after Pearl Harbor, for example, the Government began to warn against a paper shortage. There need have been no shortage of toilet paper, and of other things, if some people

had not become panicky and started to hoard. Toilet paper production, for example, was at the rate of about 16,000,000 cases annually. This meant about 11 rolls per capita for the nation's population of 135,000,000.

To be sure, soldiers consume more than the average amount. They use it for cleaning shoes, guns, mess kits, etc. But even so, there would have been enough, if some hoarders hadn't decided to buy a whole *case* (100 rolls) or more at one time.

Swiftly, thousands of stores were cleaned out. In the East particularly, there was an acute shortage. And the hoarders were spreading their raids to sugar, coffee, canned foods, and other things.

Trade Papers Are Used

In a dozen national grocery trade papers, Scott set out to show that hoarding is not only unpatriotic but ridiculous. With such headlines as "Sixth Column at Work," "For She's a Jolly Good Fellow" and "The Woman Who Forgot Pearl Harbor," cartoons by William Steig showed a woman on a bicycle with trailer home-ward bound from a grocery-store raid; the three Axis partners singing the praises of a woman putting a lot of merchandise away in a safe, and a third woman piling products, including toilet tissue, up to the beams of her attic.

Copy stressed that "*shaving* is important in winning a war! Hoarding by a few takes needed supplies from many others . . . creates general distrust . . . encourages inflation. And hoarding is so **NEEDLESS!** There is enough if all will **SHARE**—by keeping no more than a normal supply on hand." Each ad pointed out that "as much toilet tissue is being made as ever." Each carried at the bottom the line, "A message in the interest of intelligent buying and patriotic behavior," and Scott's signature.

Reproductions were made available to stores both as 28 x 22 inch posters and as streamers. About 50,000 posters and 15,000 streamers were used. In addition, Scott distributed 110,000 bulletins on shortages and hoarding, and gave retailers copy suggestions for cooperative advertising. These usually followed "Rumor vs. Fact" lines. Hundreds of large retailers ran this copy.

The company's retail salesmen helped the grocers use the posters and streamers where they would do the most good in the stores. The salesmen also contacted local newspapers and radio stations. Hoarding was news last spring, and the stations and newspapers were glad to cooperate. Scott's campaign gave impetus to the nation's



William F. Mohan, first vice-president, is another former salesman. He has been with Scott more than a quarter century. He is another reason why the top management of the Scott company is predominantly sales conscious.

program against *all* kinds of hoarding.

Meanwhile, Mr. Pardee and his associate, G. A. Duff, contacted national magazines, with the result that millions of circulation were gained for the anti-hoarding program. Scott stayed with the problem until the run on toilet tissue subsided.

Then, last fall, the company began a campaign in eight national magazines to get children effectively in the war program, by enlisting them as "Wartime Clean-up Wardens."

"The need for child wartime education," Scott explained, "has already been proved in England where children have been taught how to act during air raids and conditioned to wartime living."

Juvenile Faults Are Checked

With mothers and fathers busy with war work, it was believed, the "Warden" campaign would help to check juvenile waywardness and delinquency and help to overcome dislocations in family life.

An official "Clean-up Warden" arm band was offered, for five cents, in the advertising. A certificate of enlistment went with it. Humorous illustrations and jingles told younger children to leave the bathtub clean, hang up clothes, put toys away, make their beds, scrub after play, keep feet off chairs and couches, etc. The last ad in this series, for March issues, will appeal to young people up to 16 years.

By January 22, armbands had been sent to 44,066 children and 8,039 teachers. If the armband had been given free, Scott believes that the

number might have been doubled.

In the last dozen years, the company's industrial sales division has grown to be an important part of the business. Overall sales of both retail and industrial represent a large portion of the industry's total in toilet paper and paper towels.

In the development of the industrial division, Scott surveyed sanitary facilities of industrial plants and found a lot of them—particularly in heavy industries—lacking. Many, indeed, had no toilet or washroom facilities.

Not only were such facilities a factor in worker morale, Scott learned, but they were a definite factor in plant efficiency. Health, morale and efficiency go together. The United States Public Health Service reports that, on the average, illness keeps employees from work one week a year.

Advertising in executive and business magazines was launched by the company to support the industrial sales force. In September 1941, when war production was beginning to multiply and "keeping on the job" became a national need, Scott started a "Missing Man" campaign. This series shows how the absence of men in key jobs throw the whole system of mass production out of gear.

A current headline says, "The Missing Man," "Illness keeps one million workers from the job." It cites findings of the National Association of Manufacturers that "absences were cut 29.7% in companies which set up health programs." . . . "Colds and their complications are responsible for more than half of lost time." . . . "Soap, hot water and paper towels help keep common contagions from spreading."

Wages War on Waste

Waste of manpower and waste of materials both impede the war program.

Just after Pearl Harbor, in conjunction with the "Missing Man" campaign, Scott started to wage "War on Waste." This is a poster series for use in plants and offices which makes a dramatic, patriotic appeal for the conservation of vital material including paper towels. A booklet lists 101 ways to prevent waste.

Specifically, this campaign seeks to reduce waste in industrial use of these paper products. As in the "Anti-Hoarding" campaign, sharing is emphasized. To industrial executives, Scott says, "Ask your employees to help prevent waste . . . to share the supply of these towels."

Scott sells both industrial and retail customers through distributors. Distributors were supplied with "War on

Waste" portfolios and asked to sign a pledge of cooperation in this job.

George Swatek, industrial sales manager, considered running a "savings contest," the reverse of the sales contest of normal years, but decided instead to recognize by publicity within the company the salesmen who helped to achieve extraordinary savings.

Effective work is reported regularly in a big red-white-and-blue broadside, with pictures of the salesmen responsible published beside statements from their customers.

Many workers who had used three towels before were induced to use two, and those who had used two learned that one would do. Scott posters in washrooms and other places remind workers that "a single Soft-Tuff towel can absorb double the amount of water that is normally present on hands after washing. And it has 10 times more rub-strength than previous ScotTissue towels—though soft as ever."

The broadsides cite, among others, the experience of a big motor car company which, on the Scott salesman's advice, "re-located cabinets, added others, placed additional waste receptacles and in general set the stage for securing maximum results from the conservation posters."

Savings Run to 30%

Other companies report specific savings. A meat packer cut weekly towel consumption in its office building from 167 packages weekly to 124. . . . A canner reduced use 20%. . . . A hotel group cut consumption 25%, an insurance company 15 to 20%, a glass manufacturer 40%. . . . A middle-west food concern saved 31%, and an eastern electric company saved 11,000,000 towels.

These *net* savings are being affected despite the fact that some of the plants have added thousands of workers.

Scott finds that savings frequently run up to 30%. The total saving among the company's business and industrial customers was approximately 375,000,000 towels last year. They enabled Scott, without increased production, to serve approximately 400,000,000 *additional* workers.

Some 305,200 posters in washrooms and on bulletin boards have been used in the "War on Waste." More than 16,500 folders on ways to conserve have been distributed to executives and department heads in many thousands of plants. A Cleveland company put "War on Waste" stickers on every machine in its plant.

An important thing, from Scott's standpoint, is the fact that through such a campaign more people can be

served with the same volume of production.

Not only do the campaigns keep the salesmen busy at constructive, patriotic work, but they enable the men to meet and help executives in the customer companies—personnel managers, plant superintendents, sometimes vice-presidents—other than those who normally buy Scott products.

Last fall, on the slogan, "Health Is Ammunition, Too," the company introduced a series of posters for industrial plants, covering such factors as diet, rest, cleanliness, safety precautions. A booklet told 65 ways for industrial executives to check the health and accident prevention programs of their plants.

Customer Service Expands

The "Health" campaign enables Scott to expand still further its service to customers. And like the "War on Waste," it was made available to non-customers as well.

A total of 96,000 posters in the first six of the "Health" series, released in October, November and December, has been used.

A new series on "Health" is now being offered. Both the "Waste" and "Health" campaigns will continue through 1943. So will the "Missing Man" series in magazines. This series also refers to the "Waste" campaign. General Motors, General Electric and Westinghouse are among those companies which have promoted these campaigns to their employees through their own publications.

Meanwhile in architectural publications, Scott is running a "Health Zone" campaign to get adequate washrooms *built* into industrial plants, business buildings, schools, theaters, stores, restaurants. A booklet on "Scott Washroom Advisory Service" is offered. It wins prestige for Scott among architects by suggesting to industrial executives that "an experienced architect can be of invaluable assistance in . . . planning washrooms that promote health and raise goodwill."

Scott has applied its experience in more than 250,000 washrooms.

Many distributors used to keep two or three carloads of Scott paper products idle, sometimes for weeks. Scott has reduced distributor inventories to minimum needs, thus making many thousands of cases available to others.

Every company talks about "satisfied customers." But few *do* as much about it—in war and peace—as Scott Paper Co. Few are doing more to help win the war. And few will be readier than Scott to harness the opportunities of peace, when they come.



Wickwire Spencer Steel Co., New York City, commissioned Boris Artzybasheff, famous *Life* artist, to paint an illustration for an institutional campaign that would symbolize the vast war accomplishments of the construction industry. *Business Week*, *Newsweek* and *Time* will carry the campaign.

Campaigns and Marketing

Rationing Can Be Sweet

Encouraged by the success of all-industry radio promotions, the Council on Candy as Food in the War Effort, New York City, is launching a 13-week radio program on a coast-to-coast network of the National Broadcasting Co. The new program which will originate in Washington and will be heard every Sunday afternoon at 3:00 p.m., is designed to assist people on the home front in understanding fully the fundamentals of rationing plans. Listeners will be invited to submit questions on that subject, and these will be answered by guest speakers acquainted with specific aspects of rationing. The program, titled, "Washington Reports on Rationing," will have as its first guest speaker, Prentiss M. Brown, newly appointed OPA administrator. The account was placed by BBDO, New York.

Food Industrys' Big Job

Food companies are tackling with imagination and inspiration the tremendous responsibility they have in keeping the American public up-to-date on what is happening in the food field in regard to rationing, shortages, and new substitute products. In addition to this job, and the equally important task of teaching nutrition, there is also the ever present problem of maintaining and building goodwill and product prestige. . . . With the theme "Wartime Cookery," G. F. Heublein & Bro., Hartford, Conn., features its A-1 Sauce as an aid to meatless meal planning. Each ad in the new campaign contains a new

recipe for a meatless dish. . . . Advertising will appear in leading consumer and women's magazines. . . . Tenderoni, Van Camp's wartime baby, will be plugged this year with large four-color-page advertisements in women's magazines and weeklies. Copy stresses that Tenderoni is particularly economical and useful at this time as a meat and vegetable extender. In the short space of eight months, Van Camp's, Indianapolis, has opened up 250 local markets for this product, has achieved national distribution, and can now boast that Tenderoni is now the first nationally distributed and nationally advertised product in the macaroni and spaghetti field. . . . I. J. Grass Noodle Co., Chicago, is using newspaper space in more than one hundred newspapers throughout the country to explain to impatient customers that the reason why ample supplies of Mrs. Grass' Noodle Soup are sometimes not available on grocers' shelves is that the demands of the armed forces must be met first.

First Aid for Dealers

Searching for that elusive "something to sell", because their shelves are becoming increasingly empty of "usual goods," hardware and grocery stores and oil service stations are turning to other items. First-aid kits in many instances are filling the void. One example is the Columbia First Aiders, Chicago, which entered business on Oct. 1, 1942. Between that date and January 20, 1943 they have sold more than 150,000 first-aid kits—outside of the drug trade. J. S. Weinberg, owner, states: "We sell

through jobbers of all kinds and are not restricted to any trade. Among these are hardware jobbers, wholesale food supply houses, commission merchants, gift job shoppers and premium users. One wagon jobber has bought 40,000 kits, another large grocery organization with 50,000 outlets will stock them."

For the Record

Despite the curtailment of record production, and the complete elimination of the manufacture of phonographs, RCA Victory, Camden, N. J., is launching the most comprehensive record promotion campaign in its recent history. The RCA 1943 record advertising program will center around its big roster of great artists, and calls for 12 full-color, double-page spreads in *Life* magazine on a one-month basis, a series of 30 full-page, full color ads in *Time*, one-a-month ads in *Collier's*, widespread local concert program advertising, promotional displays in direct-to-consumer record publications, and through local radio stations. RCA Victory plans to widen the coverage of a new radio program which has evoked considerable fan mail in its test locality—"Sounding Board," now aired via WEA, New York City.



Consult Your Printer

In an effort to focus attention on the importance and essentiality of printing reproduction in a war economy, the General Printing Ink Corp., New York City, is experimenting with a campaign in advertising publications, business magazines, and the advertising news sections of newspapers. Business executives, national and industrial advertisers, advertising agencies and sales managers are being exhorted to consult their printers, lithographers and other reproducers of graphic arts material to obtain the answers to the problems caused by reduced sales staffs, restrictions on travel and other curbs. The feasibility and flexibility of the printed word is emphasized as well as the part printing plays in the Government effort being sponsored by the Graphic Arts Victory Committee and governmental agencies such as the Office of War Information. Another phase of the campaign will be un-

signed teaser ads in News and Note columns of local newspapers asking: "Have You Seen Your Printer Today?" and "Are You Printing for Uncle Sam?"

On the Shelves Again

There is real comfort and hope for both harassed grocery store operators and befuddled consumers in the announcement that one wartime casualty product has made its way back to the grocery shelves. Northwestern Yeast Co., Chicago, announces that Maca Yeast is again available nationally for consumer use. Current national magazines and farm journals are carrying advertisements announcing the return of this home-baking yeast. Increased facilities now make it possible for Northwestern Yeast to manufacture a sufficient supply of the fast granular yeast which was taken off the market six months ago, due to full-capacity production for the armed forces. Agency: MacFarland, Aveyard & Co., Chicago.

Moving Manpower

In a series of advertisements scheduled to appear monthly in national publications this year, the National Association of Motor Bus Operators again directs the attention of the public to the essential nature of the bus line's wartime job, tells how the job is being handled, and asks for continued cooperation on the part of passengers, so that the present service, curtailed by wartime restrictions, will not be too greatly taxed. Information will be advanced regarding changes in service, when to travel, etc., for the purpose of leveling off traffic peaks and valleys, thereby enabling buses to carry the greatest possible wartime load. Beaumont & Hohman, Chicago, handle the account.

Display Scarce Products

Approximately 92% of the 281 drug and food retailers interviewed by Point of Purchase Institute, Inc., stated that they wanted manufacturers to continue supplying display materials for off-the-market products. When asked about the type of material wanted, 193 dealers said the manufacturer should describe his war activities, and remind customers that he will be back after the war; 41 said to promote war projects such as bonds, and 31 said the most important thing was to provide the dealer with attractive window displays in order to get customers into the store even though the merchandise was not available inside.

Of Art, Imagination & Madness: These Displays Stop the Crowds

Staples-Smith started in business with no assets but a wealth of ideas. Today they design for retailers, manufacturers and publishers, unhampered by shortages which are driving others to drink.

CECILIA STAPLES, Ira Smith, and Irving Sherman are three young artists who finished their studies at Pratt Institute three years ago, and opened their own studio in New York, about the same time that Staples and Smith were married. They had neither capital nor experience, but were rich in one valuable asset—ideas. Because of this asset they made quite a dent in certain commercial and artistic spheres.

It is not easy to define the business of Staples-Smith. They sell ideas for displays, and the displays themselves. You have seen their displays, because the smartest stores in the United States are their customers. You also have seen reproductions of their work, on covers and inside the pages of magazines. Advertising photographers enlist their help to concoct props and settings for their pictures.

Jacks of All Design Trades

They design Christmas cards for the Designers & Illustrators Christmas Card Co. They design for calendars and catalog covers. They designed the Futuray trademark for Gotham Hosiery Co. At the prodding of *Good Housekeeping*, they concocted a "Pan American Doll Dress Designing Kit," which is being marketed in leading stores throughout the United States. They execute these and many other things with an air of liveliness and enthusiasm tinged with gay madness.

All three partners take part in everything which needs to be done—twenty-four hours a day, usually, because they work together at home as well as in their shop. Generally speaking, though, Miss Staples might be called the idea girl, Mr. Smith the construction specialist, and Mr. Sherman the art director.

For materials, they use large quantities of paper in one form or another. Paper sculpture is one of their specialties. Many of their figures are made of *papier-maché*, and some of plaster. Another of their stunts is to use an *unlikely* material, such as downy feathers for a rabbit, popcorn for a lamb.

Cecilia Staples, who does much of the firm's selling, says that she started

by "practically ringing door bells." Staples-Smith have progressed far beyond that now; in fact, they don't have to do a great deal of selling, because clients come to them for inspiration and ideas. But the sales methods and aids they do have are in keeping with the spirit of the organization. Samples are in the form of miniature dioramas—tiny three-dimensional displays in settings resembling candy boxes. Sketches are done in color on paper with torn edges, mounted on cardboard. They look like over-sized valentines.

Millions of Eagles

Since patriotic themes are popular at this moment, the firm continues to design eagles. "We've made millions of them," say they. Most retail display jobs are store-wide, consisting of materials for window ledges and windows, interior use (over elevators, in particular), and coordinated posters and advertising materials. For Bamberger's "Put Your Dollar In Uncle Sam's Hat," hundreds of Uncle Sam hats were made.

In the cause of nutrition, a recent job for People's Gas Co., of Chicago, included a pear doing the rhumba; an orange dressed like a sailor, with a squeezer for his hat; and magnificent frankfurter wrapping his roll about him like a mink coat; a weeping onion; a head of lettuce with a Veronica-Lake-leaf over one eye, and a doughnut shaking sugar on its own head.

The company also has designed for cosmetic houses. Accounts of this type include: counter displays for Hudnut's Violet Sec line, in the form of a bird cage with artificial violets; counter displays for Primrose House—a rabbit, for their forget-me-not perfume; displays for Elizabeth Arden's redwood perfume (lumberman's approach); display materials for Charles of the Ritz's Spring Rain series.

The nature of their business is such that Staples-Smith must work on a long schedule. As this is written, in mid-winter, they're busy with spring and Easter items, and their workrooms are colorful bowers—a cornucopia filled with stars in one section, a huge



About the Pictures:

(Clockwise, beginning top left)

Cecilia Smith, distaff third of Staples-Smith, Inc., and Irving Sherman, art director partner, polish off the details on a typical S-S creation.

The Fifth Avenue Association's prize for the best holiday window for 1942 went to this delightful Staples-Smith portrayal of a Victorian Christmas.

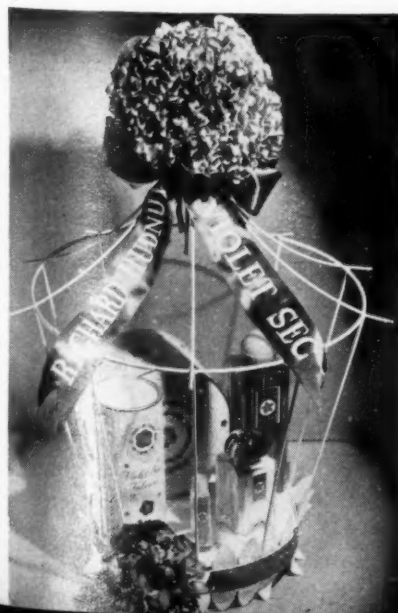
S-S promotion is pitched in the same humorous key that characterizes the firm's productions. One recent advertisement featured this goofy giraffe, wearing a frou-frou hat and veil.

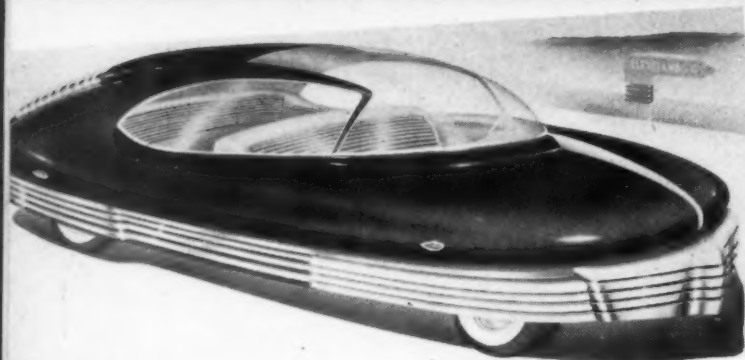
Behind the scenes, the Staples-Smith workroom is as active as a county fair, as interesting as Mme. Tussaud's wax works.

For Richard Hudnet's Violet Sec line, Staples-Smith dreamed up this bird cage counter display, showing the products themselves, and symbolizing the perfume with bunches of artificial violets.

mother-of-pearl-bedecked clock, in another, a frilly Hudnut parasol suspended from the ceiling. Ready to be shown as samples are some cupid-like creatures called "Spring Fairies," funny little fellows with antenna-like "fairy feelers." A long table is labeled the "Kangaroo Department," and on it are taking shape life-sized three-dimensional kangaroos, a mamma in her spring bonnet, complete with veil, with her child riding happily in her pouch. A companion piece is a young kangaroo, carrying a nicely wrapped package in her pouch. "I Carry My Own—Do You?" will be the theme of this storewide kangaroo promotion, designed to win good-humored converts to the idea of carrying home their packages, to cut down on department store delivery service.

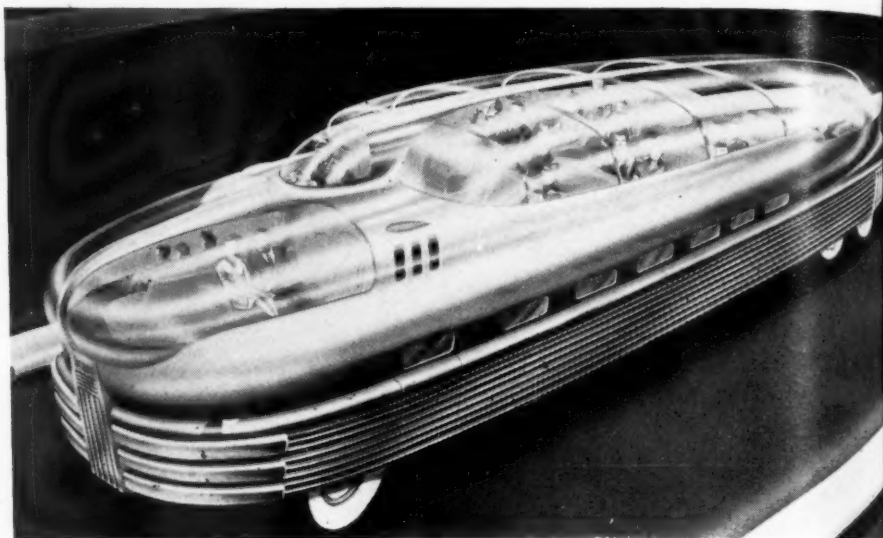
One current headache is shortage of storage space in the downtown Manhattan workshop. Surpluses are carted off to the Staples-Smith menage on East 51st Street, for safe-keeping. Just now, a flock of kangaroos and some 4,000 animated flowers live there.





(Left) Many a motorist who has snapped a bumper while trying to park must have wondered when and if the auto industry would find a way to give a car bumper protection, and, at the same time eliminate protruding metal fingers. Maybe this is the answer. This dream-car has a chromium steel band around the lower panels which incorporates both grille and bumpers. Rear motor, opaque-colored plastic panels, rear plastic panel for motor ventilation.

(Below) Tomorrow's transcontinental bus has sleeping quarters for use by tourist groups, is air-conditioned.



BY
LLOYD
STOUFFER

How One Designer Is Blueprinting The Automobile of the Future

Let this article stretch your imagination—and kindle your hope for tomorrow. George Walker is a pioneer user of plastics for many products. He sees the auto industry emerging from the war into a new plastic age, in which skills and materials developed as a result of war will be utilized in turning out a product which will represent a new peak in sales opportunity and consumer value.

GEORGE W. WALKER is fairly itching to cut loose with his "car of tomorrow"—a dream of a car in which plastics for the first time will play an important part.

Walker helped nurse plastics through the gadget stage into a full-fledged industry. Now he thinks the industry is ready really to come into its own.

What Walker thinks is important, because what he has thought—and set down on his drawing board—has, in the last ten years, taken practical form in literally hundreds of stylized plastic products.

There are, perhaps, not more than a dozen men to whom the plastics industry owes as much as it does to this Detroit designing engineer, who helped pioneer and develop the use of plas-

tics not only in motor cars but in electric refrigerators, radios, vacuum sweepers and other products.

With his mind in the future and his feet on the ground, Walker is one of the many thoughtful men in Detroit who see nothing but good coming out of the automobile industry's present war-forced somnolence.

While automobile design stands still, the demands of war send plastic development ahead by leaps and bounds. When peace comes, the true plastic car will be not only possible but inevitable, he feels.

Walker thinks, in fact, that design-in-plastics is on the threshold of its second great stage of development.

The first stage he counts as the ten years of depression during which the necessity for stimulating business—by creating new products, by developing

new ways of doing things, by finding substitutes for materials that were better than the originals—brought plastics to the fore.

The second stage—the ten years immediately ahead—he believes will see the emergence of plastics as a major structural material in automobiles and airplanes.

The advantages of free-flowing plastics to the automotive stylist have long been obvious. They make possible the "car of tomorrow" designs which have just come off Walker's drawing board. Similar designs have been done before.

But today Walker's creations are no flight of fancy. "Tomorrow" is the day after the war ends. These designs are fully engineered and entirely practical. War-born discoveries in plastics are removing the last obstacles to actual production of the car Walker pictures.

"For some time," says Walker, "we who work with engineers in developing new car styles have had an almost overpowering urge to do something about the glass in automobiles. We have felt that we could achieve some highly interesting results through substituting for ordinary glass a crystal-clear synthetic material which had strength and which could be molded

to 'flow in' with the body lines of the car.

"Today, under numerous trade names, such synthetic glass has arrived at a high degree of perfection. Even clearer than real glass and practically unbreakable, it is being worn in the goggles of workmen whose eyes might otherwise be endangered by flying particles of metal. Even spectacles and the new contact lenses are being made of it, their contours shaped to prescription like those of ordinary eyeglasses.

"Clear and unbreakable sheets of an acrylic resin substance were successfully incorporated into the cockpit and nose of the Consolidated Model 29-4 flying boat. Today, pilots and observers aboard the latest military aircraft are protected from wind and weather by 'houses' of crystal-clear plastic which gives them unlimited visibility at the take-off and while in the air.

Airplanes Point the Way

"Right now, we are taking our cue from the aircraft builders and are working with designs of pleasingly curved windshields and windows of plastics. Considerable thought is being given to the idea of a transparent motor car roof, which would give the passengers visibility as great as when a convertible's top is down, and at the same time protect them from the elements."

How importantly plastic glass figures in Walker's designs may be seen from the accompanying illustrations.

However, this designer emphasizes that when he speaks of the plastic car for tomorrow, he does not mean one with a body made *entirely* of plastic materials. Though such cars have been built, he does not feel that they are ready for production yet.

Rather, Walker's car would have

plastic body panels, forming the free-flowing surface over a framework which would incorporate another war lesson, in that it would use the aircraft-type light aluminum-magnesium metals. This combination would yield a body many times lighter than that in use today.

Engineers point out that the post-war car almost certainly is going to use the other load-lightening aircraft precepts—simple, airplane-type running gear and a "pocket size" motor which, through alloy metals and high-compression efficiency, will be as powerful as the present engine. Altogether, they figure that the motor car is going to work down to a running weight of around 1,000 pounds, as against the present 3,000 to 4,000.

Advantages of Plastics

Light weight, and resultant lower operating cost, is only one of the advantages resulting from structural use of plastics. Walker points out that from the practical standpoint of manufacture, plastics are:

1. Easy to mold; hence, the manufacturing cost of a molded plastic body should be less than that of metal.
2. Light, strong, smooth, easy to keep clean.
3. Good insulators—electrically, as well as against heat and cold and noise.
4. Non-corrosive.

Of these points, Walker considers the insulating quality one of the most important. Since it is an inert material, a plastic substance insulates against noise incomparably better than steel, giving the rider in a plastic body a new sense of quiet and luxury.

Plastics' heat-insulating qualities certainly will make the car far more comfortable in both winter and summer. They will keep heat either in or out. And this leads naturally to the

probability of the truly year-round air-conditioned automobile interior—automatically cooled in summer and heated in winter.

Present plastic products, in every color of the spectrum, give a clear idea of the potential beauty of the plastic car. It is obviously an important advantage of the plastic body that the color may be molded in, eliminating the costly painting operation and yielding a true, deep color which is in no danger of fading or chipping off.

Most interesting, thinks Walker, is the "health advantage" that the manufacturer of a car with a transparent plastic roof could present to his prospects. There are available, he points out, crystal-clear plastics which admit the health-giving ultra-violet rays of sunlight while excluding the harmful infra-red.

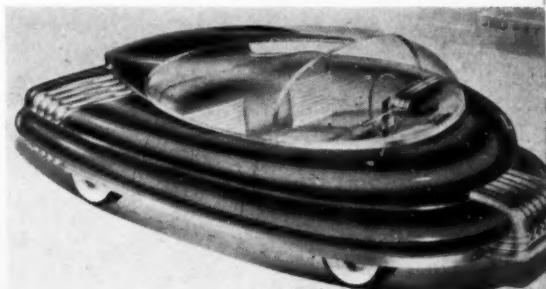
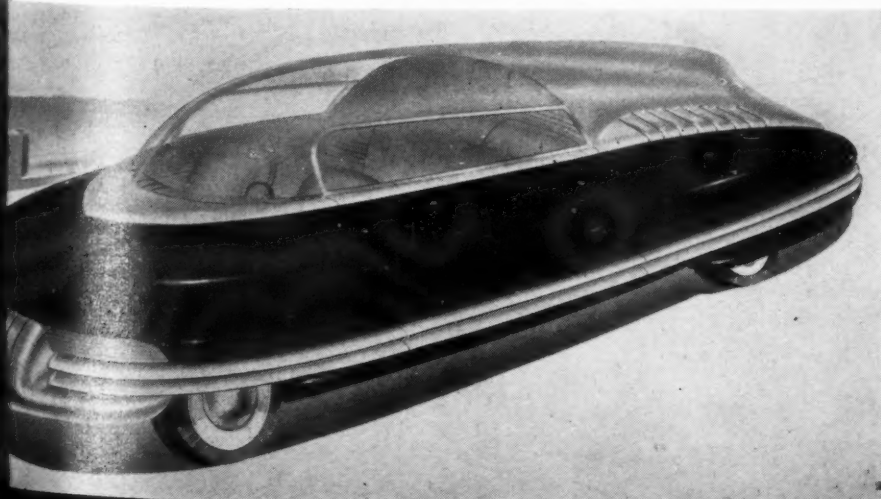
Going still further, roofs of tomorrow's cars can be molded of translucent materials, as well as transparent and opaque substances. Among Walker's designs are some that pleasingly incorporate all three forms—individually and in combination.

Road-testing Still Needed

So much for design. Walker will be the first to admit that it is much easier to design the plastic car than it is to build it. He freely concedes that there are certain "bugs" to be worked out in the structural use of plastics, and these uses must have more thorough road-testing than they have yet had.

But he sees the structural use of plastics in airplanes today as pointing the way. Timm Aircraft Corp., he says, has built a successful training plane largely of plastic materials. The Army Air Corps has evolved a "plastic plane" that lends itself to mass production. Such aircraft leaders as the Glenn L. Martin Co. are successfully attacking the problem of molding airplane fuselages and wings of plastics.

(Below) This little 5-passenger job has a rear hood which forms one-quarter of the top; the hood is made of tan opaque plastics. The remainder of the top is clear plastic. A white rubber inlay in the center of the bumper encircles the car.



(Above) The motor's in the rear of this 3-passenger runabout. Chromium louvers in the rear cool the motor. The three-quarter section of clear plastics topping it off includes the windshield. Again, a band completely around the car staves off stones.



"Okay, but have the Senator and Mrs. Roosevelt bring along their birth certificates if they want to see the plant!"



It is quite possible, Walker thinks, that by war's end the structural strength of certain plastics will have been fully proved by aircraft uses.

Least of all to be considered, according to Walker, is the public's acceptance of plastics. The American public, he believes, is so well sold on the beauty and utility of plastics products that it is eager to see what it generally considers to be the ultimate development—the plastic car. Near-mob scenes that attended the nation-wide showing of a few experimental plastic bodies in recent years testify to that, he says.

As to the importance of automotive development to the plastics industry, Walker points out that although at present plastics account for only a fraction of 1% of the average car's weight, the motor-car industry was, at the time it ceased production, undoubtedly the biggest plastics customer.

Summing up his views, Walker says:

"The '40's, I am sure, will go down in history as the magic era in which new materials, born in the chemical

laboratory, will give products of industry brand new shapes and forms and colors. In no other line of manufacture will this progress be more quickly and more thoroughly reflected than in the building of automobiles.

"Greatly expanded automotive use of plastics—in fact, the advent of the so-called 'plastic car'—is being hastened by world conditions. The events of 1941 are pushing us far faster than we might otherwise have gone into a program of discovering and substituting new materials for those that doubtless will be denied us."

"Story" Want-Ad Copy Pulls for National Union

NATIONAL Union Radio Corp., Newark, N. J., has hit upon a successful technique in help-wanted advertising copy to persuade men and women, who never have had industrial plant experience, to go to work on the production lines.

"We tried the unorthodox approach

by using regular run of newspaper display space," Ed DeNike, public relations director for National Union Radio Corp., told SM, "but our efforts fell with a dull thud. We then came to the conclusion that the classified pages would be the answer if we could run copy which would command attention under the extreme competitive conditions existent today. . . Our final decision was to attempt an emotional approach through the use of a story technique versus cold, curt, factual appeal. Much to our delight, the ads pulled; in fact, they so far out-pulled our former help-wanted ads that the results could be called sensational."

Here are two help-wanted ads which had excellent results for National Union Radio. The technique used in them may be helpful to other industries faced with the shortage of manpower:

BE A WARTIME GLAMOUR GIRL YOUR CHANCE TO STAR IN RADIO!

A wartime glamour girl is the lass who can say to a lad in uniform: "I'm with you, fellow! I'm in the army of women war workers who are making the things you need to win!" The boys are mighty proud of you girls who have the courage to get in the fight on a war production line. Here at National Union are several thousand girls making radio tubes for use on battle fronts all over the world. . . We need more, we need you. NOW! The work is light, pleasant, easy. We'll pay you well while you learn. Why don't you come in and talk it over today or tomorrow. This is your chance to star in radio—not behind a microphone, but at the most urgent radio work of all, making the radio tubes which win battles. If you're 18 to 40 years old, drop in any time between 8 A. M., and 5 P. M. daily or 9 A. M. to 3 P. M. Saturdays at National Union, 48 Spring Street, Newark. Please see us soon. A thousand boys' lives may depend on it! Do not apply if engaged in war work.

CONFIDENTIAL CORRESPONDENCE

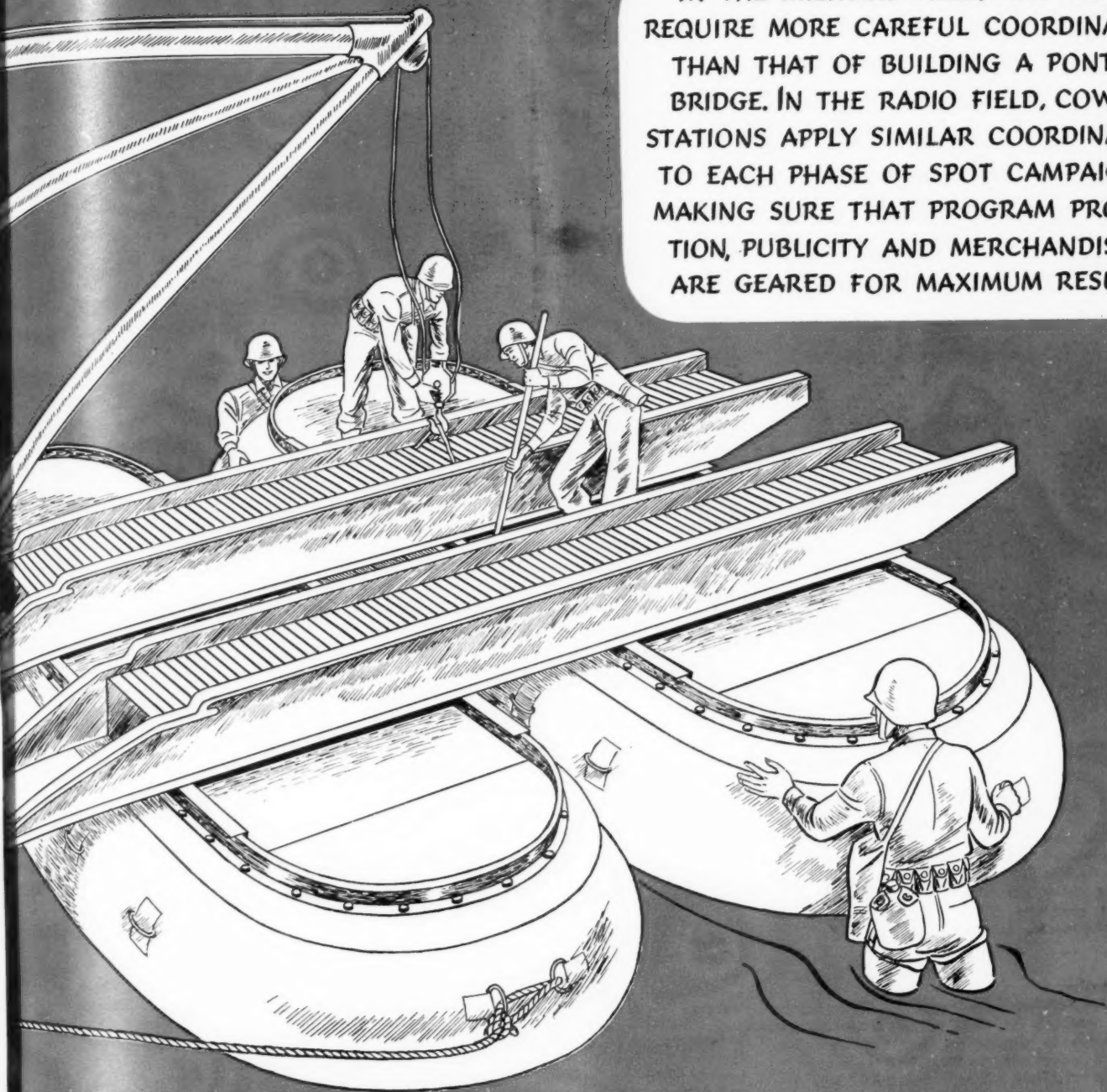
Sally My Dearest:

It's chilly tonight in this cave. Our patrol ploughed through knee deep mud all day and drying out isn't too easy. It's worth every bit of the discomfort though Sal, for I know we're making safe that big cheery fire place where we used to sit and dream on bitter cold nights. We nearly got ours today when a patrol of Jerries laid for us. If it hadn't been for Charlie's walkie talkie our right flank patrol could never have tipped us off in time. My dear, I think of it as actually being you who saved us. After all, you are making the tubes for the radio that Charlie carried. Good night, sweet and thank all the other girls at National Union who are backing us up. Love, Bill.

Confidentially—girls, just like you, 18 to 40 years old are making radio tubes which are saving our boys, winning our battles. We want you to help. We'll pay you well and the work's easy. Won't you come in and see us any day from 8 A. M., to 5 P. M. or Saturday 9 A. M. to 3 P. M. Come to National Union Radio Corporation, 48 Spring Street, Newark, N. J. Now, please! Do not apply if engaged in war work.

SALES MANAGEMENT

IN THE MILITARY FIELD, FEW TASKS REQUIRE MORE CAREFUL COORDINATION THAN THAT OF BUILDING A PONTON BRIDGE. IN THE RADIO FIELD, COWLES STATIONS APPLY SIMILAR COORDINATION TO EACH PHASE OF SPOT CAMPAIGNS—MAKING SURE THAT PROGRAM PRODUCTION, PUBLICITY AND MERCHANDISING ARE GEARED FOR MAXIMUM RESULTS



IN MOVING MEN . . . OR MERCHANDISE
TEAMWORK GETS THE JOB DONE BETTER

GEARED FOR RESULTS

THE
COWLES
STATIONS



REPRESENTED BY THE KATZ AGENCY

AFFILIATED WITH THE
DES MOINES REGISTER
AND TRIBUNE



2



3



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1

Prize Packages in "5 & 10" Competition

Ingenuity and vitality keynoted the prize-winning entries in the 10th annual "5 & 10" packaging contest sponsored by *Syndicate Store Merchandiser*. Entries, classified into nine product divisions ranging from cosmetics and notions to hardware and food, competed for honors in counter display value, best use of packaging materials, greatest merchandising value gained from package design, and best all-around substitute package produced as a result of shortages.



5

1. This timely corset repair kit, with its message of conservation, took a blue ribbon for outstanding merchandising value gained from the printed paper envelope. Distributed by Sturm & Scheinberg, Inc., New York City.

2. Another tuned-to-the-times prize package exhibited by Sturm & Scheinberg was this military box for men. Its claim to distinction was the effective use of packaging materials resulting in a box suitable for mailing.

3. Lehn & Fink, New York City, won first prize in the Toilet Goods Division for "best all around substitute package" with its paper composition tooth powder container. Package by

Crane Paper Co., Chicago; wrap by National Label Co., Philadelphia.

4. The United Nations Cookie Box is another example of how unusual package design can help to build merchandising appeal. Federal Sweets and Biscuit Co. add further appeal by including a free heavy mailing carton.

5. Colgate Studios Division, Diamond Match Co., New York City, rated first honors for its effective substitute package for Scottie matches. Construction of the one-piece box eliminates the need of an additional wrap.

6. Rainbow-colored tissues and hankies in multi-color boxes are certain winners in any competition for counter

appeal. Box designed by Gardner-Richardson Co., Middletown, Ohio, for Sitroux Co., Inc., New York City.

7. The "Glad Rag," product of Glad Rag Co., New York City, formerly was wrapped in a cellophane envelope, but the prize-winning substitute package overcomes lack of transparency with its potent sales message. Envelope by Milprint Co., Milwaukee, Wis.

8. Honorable mention went to Johnson & Johnson, New Brunswick, N. J. for its all-around substitute packages. The similarity of the new paper containers to the old metal ones ensures maintenance of brand identity. Band-Aid box by Dennison Mfg. Co.; paper baby powder box by F. N. Burt Co.

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8



ANSWER QUESTIONS ABOUT THE SPOKANE MARKET

★ Is Spokane City or a Larger Area Covered by the Spokane Dailies?

Your letter of December 10th arrived during a conference with our Research Manager. In less time than it takes to explain our method of checking your 1942 ABC Audit Report against E & P Master Sales Area data, the "Blanket" coverage of Spokane and Spokane County was immediately evident; together with indis-

putable evidence that adjacent counties in Idaho and Washington are vital parts of the Spokane market because of the magnificent distribution of the Spokane dailies.

James W. Brown

★ What Distances and Barriers Separate Spokane From Other Cities of Comparable Size?

North, East, West, South—there is Spokane; between the Cascades on the East, the Rockies on the West; amid the broad millions of acres that run far to the North and South; a marketing island in a 500-

mile wide sea of rich agricultural, mining and timber resources; a solitaire jewel in a superfine setting.

Russell Oppenheim

★ Has the Completion of Grand Coulee Dam Helped Develop the Spokane Market?

Three years ago I visited the Spokane area and later made a "10-Year Prediction" in Sales Management, that no section would grow as rapidly during the 1940-1950 decade. I don't deserve any credit for being a good prophet. Any one who has seen the marvelous

Grand Coulee Dam would know what a boost it is giving to both agriculture and industry.

Philip Salisbury

★ Population of Entire Spokane Market Is Numerically Comparable to What City?

The great Inland Empire which represents the Spokane market has a population which puts it right up front among the leading centers of the country. It totals over three-quarters of a million, and thus stands alongside such a great metropolitan city as Boston.

That's a graphic way to emphasize the size of the Spokane market.

J. D. Coe - Jr.

★ What Basic Industries Contribute to Spokane Area Prosperity?

Always an important center for the production of lumber products, meat packing, dairy products and cement, Spokane under the influence of Grand Coulee Dam power is now seeing meteoric growth of new heavy industries. More than \$300,000,000 in new capital is going into Spokane area industries, including

great new aluminum and magnesium mills. Much of the new development of tremendous size and importance must be kept secret for military reasons.

C. H. Mansell

THE SPOKESMAN-REVIEW
MORNING SUNDAY
Spokane Daily Chronicle
EVENING

Advertising Representatives
JOHN B. WOODWARD, INC.
New York-Chicago-Detroit
San Francisco-Los Angeles

Color Representatives
SUNDAY SPOKESMAN-REVIEW
COMIC SECTIONS
Metropolitan Sunday Newspapers, Inc.

COVER SPOKANE
AND THE INLAND
EMPIRE LIKE THE





Shining pumps, clean driveways, and orderly tools are the badge of a well-managed service station. In good business housekeeping, the Shelladies excel.

Women Make Good as Service Station Attendants for Shell

They do men's work, they match men's sales records. Shell Oil Company's success with women in service stations rests primarily upon careful selection of candidates and careful sales training.

"WOMEN service station attendants are doing a first-class job." This was the statement made by a Shell Oil Co. regional manager, after five months of experimentation with women as service station attendants. Shell calls them "Shelladies."

"The Shelladies are achieving the sales objectives set for the men," a Shell spokesman told SM. Several hundred Shelladies are now employed at the metropolitan C (which means Company) stations of Shell in the far western territory. (Another five or six hundred women are working for the leased Shell stations, but that's another story and these girls are engaged by the owners of the stations).

The first Shelladies were born, vocationally speaking, last September. The company started to lose its salesmen so fast that about 45 women were taken to replace them in the first week after the decision to engage women for this work. The company chose women who had had previous sales ex-

perience and contact with the public (waitresses, hostesses, cashiers), and who had some knowledge of book-keeping. The preferred age range is between 20 and 40, the height 5'3", or taller, and weight in proportion. Sturdily-built girls who wear clothes-sizes of 14 to 20 are considered best for the work.

The duties of a Shellady include: Lubrication assistance, inspection and care of restrooms, book work, all pump island duties, and complete station maintenance. Shell already has some stations entirely manned by women.

According to Shell officials, "experience with women in service stations has shown that a woman can do service work when two things are taken into account: First, make sure the young woman is qualified by experience and temperament to do the job. Second, make sure that she is properly trained."

Shelladies receive training that is almost identical with that given to Shell service men. This includes drive-

way service, merchandising, station accounting, and station housekeeping. Emphasis is placed on the fact that they are not only Shelladies (service station attendants), but salesladies "trained to sell Shell and accessory merchandise."

The training period is two weeks, generally divided into a sixday period followed by a tryout in a station, with the second week's training (largely lubrication work) given when it is obvious that the candidate will make good. While learning, Shelladies-to-be get 50c an hour, and as soon as they start work in a station they earn the basic wage which is \$107.50 a month. There is a fairly complicated scale of wage and commission payments; but, to simplify, a Shellady can easily earn \$135 a month. If she is very good the figure may run up to \$170. Advancement is fairly rapid.

Uniforms for All Climates

Shelladies wear a uniform consisting of an olive green coverall and hat, sturdy shoes. During cold weather, they wear a lumberjack type of jacket which they provide themselves; when it rains, a heavy raincoat, rainhat and galoshes. Everything but the jacket and shoes is supplied by the company. Each Shellady receives at least three uniforms, four if there are difficult laundry conditions as there are at present. The company will provide a special summer costume for the girls when California's warm weather rolls around. It probably will be a two-piece uniform suitable for wear even in the hot valleys. It is interesting that one of the minor problems of Shell officials who supervise the Shelladies is to keep them from making variations in the official costume. Women may love uniforms—but on the opposite sex!

The majority of the women Shell engages are married and have families. But the care of the youngsters at home is sometimes difficult to solve and some otherwise happily-placed Shelladies have had to give up their work because there was no one—and no agency—to care for the little ones.

Shell recently issued "A Handbook for Shelladies," subtitled "What's Before You," which is specially prepared for Shell's feminine station personnel. It supplements the "Operating and Merchandising Guide for Shell Dealers, Service Station Salesmen and Attendants," which the Shelladies also must study. Starting off with a "Welcome to the Shell Family," it touches on such subjects as health care, safety first, duties, responsibilities, personal appearance, and conduct. The booklet is tactfully written and might well be called a "Manual for Women in

Industry." A homily on health gives hints on how to conserve energy, and suggests ample and sensible eating, healthful food selection.

For instance: "As a friendly suggestion, it may be wise to mention here the matter of regular meals, and a balanced diet. The energy needed to carry your responsibilities six days a week will be dependent on plenty of vegetables, milk and meat. If you have not been accustomed to outdoor work, you may have to give some consideration to a substantial change in your usual meal schedule. . . A sensible diet, with plenty of warm food and beverages will assist in building your resistance to changing weather conditions and to meet the demands of your active position."

Three health rules for the Shelladies are listed as: 1. Be properly clad in warm or cold weather. 2. Be sufficiently protected from wind and rain. 3. Be adequately nourished to build your energy and resistance to changing weather conditions.

Advice on Make-up

The handbook tells Shelladies what they should wear under various work conditions. It turns thumbs down on all jewelry except a wrist watch; suggests that if a long bob is worn the hair be kept in a net; eschews hair ornaments; discourages nail enamel. However, says the sympathetic manual, "to assist you with the care of your hands the company will provide a heavy cream to be applied each day before you go on duty, and which can be replaced during the day each time you wash your hands. This will keep the grease and soil from penetrating your skin and will eliminate hard scrubbing to remove the stains."

As to make-up: "A natural treatment of eyes, cheeks, and lips is suggested. Please, no excessive use of eyebrow pencil, eye shadow, eyelash color. Rouge and lipstick may be used in moderation, in harmonizing tones, using natural shades, carefully applied. Plenty of powder base will afford some protection from sun and wind. Application of make-up may be made in the dressing room only. Excessive use of toilet waters or perfumes is discouraged." Also: "A foundation garment and brassiere must be worn at all times. The uniform designer has created a flattering, feminine costume, but without your care in the matter of foundation garments the whole effect might be very unsatisfactory."

The four pages of hints on conduct include suggestions on personal deportment, such as tactful discouragement of the male flirt without losing a customer. A touch of philosophy en-

ters the closing comments: "Within the last ten years, and particularly since the word 'glamour' has been used so frequently in connection with feminine charm and its application to various branches of selling and promotion, many women have been employed because of their ability to attract attention to sales enterprises. In the case of Shelladies, it is true, their presence at Shell Stations will contribute a great deal to the general picture. Their primary purpose, however, is to take the place of a station salesman and to relieve a serious situation caused by a loss of manpower

to the armed forces and war industries. Therefore, you have a well-rounded selling job to do. You have been selected because of your natural talents in this direction. We know you will be successful, and that is our desire."

Coming in March 1 SALES MANAGEMENT: A new Ross Federal survey covering current food buying habits of housewives, including changes in menu-planning habits as a result of shortages and rationing, and use of vitamin preparations.

AKRON'S MONTHLY PAYROLL NOW TOPS . . . \$23,500,000.00

► Akron is hitting its full war boom stride today with a monthly payroll of more than \$23,500,000.00 and an over-all employment total of more than 117,000 according to a Chamber of Commerce survey.

► Employment in 41 Akron firms handling the bulk of the war work being done here is approximately 110,000—an increase of 62.7% over January 1942 and 102.5% over January 1941.

► The War Man Power Commission reports 119,582 persons in 57 Akron and Summit County industries, all of which hire 200 or more persons. There were 102,097 in these industries in September 1942 and 72,118 in September 1941.

► When the Akron Area labor stabilization plan was adopted in January 1943, 135,000 workers were affected. Those working in industries employing less than 200 persons make up the bulk of the difference between the figure of 119,582 and 135,000.

► The above figures are for Akron and Summit County only and do not include the balance of the Akron Trading Area which embraces the huge Ravenna Arsenal and many other industries.

► Akron's corporate population is now estimated at 280,000 with an estimated Akron Trading Area population of 475,000.

THE BEACON JOURNAL BLANKETS THIS RICH, FREE-SPENDING MARKET AND DESERVES A PLACE AT THE TOP OF YOUR ADVERTISING LIST.

AKRON BEACON JOURNAL

Represented by STORY, BROOKS & FINLEY

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta

On the Wartime Sales Front

Sales After Victory

A novel War Bond budget portfolio, designed to hold and budget up to 100 United States War Bonds, is the spearhead of what may prove to be one of the most unusual wartime advertising-merchandising programs. Sponsored by the Norge Division of Borg-Warner Corp., Detroit, Mich., the "Sales After Victory" program is designed for three objectives: 1. To help the United States Treasury sell more United States War Bonds. 2. To render a greatly needed service to all War Bond buyers by providing a practical method for budgeting and consolidating War Bonds in one handy container. 3. To building a substantial back-log of sales for every Norge dealer for that happy day when household appliances again are available. The portfolio is nearly three-and-a-half feet long when expanded, yet closes to a compact envelope-size folder, measuring 9" x 5" x 1 1/4". The eight individually indexed "bond-budgeting" compartments will hold a total of at least 100 War Bonds. The individual can classify the compartments according to his own wishes, i.e. appliances, savings, new house, etc. Compartment tops are die-cut for easy insertion and removal of Bonds. A fold-over cover-flap and red-white-and-blue wrap-around cord keeps the portfolio closed. The portfolio is being offered to War Bond buyers through national magazine advertising and through Norge dealers. Dealer helps for participation in the Sales After Victory plan include tip-ons, display cards, and reproductions of the national advertisements.

Forbes Lithographs Mfg. Co., Boston, Mass., is issuing a house-organ, "Hello-Gram," devoted exclusively to former Forbes employees now serving with the armed forces, and designed to keep them in touch with what's going on at home.

Distribution Fantasy

Add to queer distribution quirks of the war the prediction made by *Drug Trade News* that druggists soon will be selling frozen fruits and vegetables. According to this drug trade paper, Department of Agriculture experts are working now with ice cream manufacturers on experiments in handling quick frozen fruits and vegetables. It already has been found that ice cream manufacturers can convert their facilities to the production of frozen foods, and the search has now turned toward suitable distribution outlets. With continued cuts in the production of ice cream, druggists soon will find vacant space in their low temperature cabinets which could be filled with neatly packed frozen fruits and vegetables.

Savings of many tons of rubber have been effected by the Storage Battery Division of Philco Corp., Trenton, N. J., through the development of Vitabloc storage batteries using a vitrified ceramic case composed of non-critical materials to replace rubber jars.

Personalizing the War

War posters which carry personalized messages from fellow-workers in the military services are doing a good job of selling workers of the New Departure Division of General Motors Corp., Bristol, Conn., on the idea of steadier and better workmanship. Each poster carries a blow-up of a portrait of a former worker, with a statement such as "This is a fast moving war. We need equipment faster than it is produced. When production slows down, we slow down. Keep 'em rolling, boys." Another poster carried the compliments of the operator of a modern bomber, giving the boys a boost for having been awarded the Navy "E" flag. This poster is headed, "I dip my wing

to you." Next to each portrait is the man's name, his former department connection, and his present position, insofar as it can be given. Because of these personalized posters, dramatizing their former fellow-workers' need for equipment, New Departure workers are working steadier, faster and better.

The Marlin Firearms Co., New Haven, Conn., in celebration of its 73rd anniversary, is sponsoring a contest for the best ideas and suggestions for post-war Marlin guns. The contest is not one asking for slogans or rhymes, but is one appealing to hunters, target fans and inventors to put their ideas for post-war guns on paper.


White Sells Its Truck Conservation Program

Following up its pioneering move of last year to keep the vital motor transportation units of the nation running for the duration, the White Motor Co., Cleveland, O., has planned an even more intensive service program for 1943. Last year the company converted its entire sales force into an army of trained service men, whose mission it was to spread the gospel of conservation and truck maintenance. This plan was outlined in the company's advertising which sought to acquaint America's truck operators with the necessity of keeping existing units in the best operating condition, at the same time pointing to the facilities which White had to offer them. Prior to such promotion, the company closely scrutinized the equipment of every branch and distributor to make certain that the very latest time-saving tools and machinery were available. This service was offered not only to the operators of 65,000 White trucks, but to the users of other makes as well.

The 1943 program is even more ambitious. In order to acquaint every White Motor salesman, parts man, mechanic, supervisor and office employe with the plans, meetings were held throughout the country. Three executives from headquarters took to the road to conduct the 12 key city branch meetings which all branch managers and wholesalers in the territory attended. The purpose of the two-day session was to outline the needs for the conservation plan, the program itself, and to instruct the men in the conduct of a similar meeting series for the benefit of dealers in their area.

The next point in the program was the institution of the schools for branch and dealer personnel. With the aid of books and charts, every phase of the service program was explained—including repair, rebuilding, preventive maintenance, parts conservation, sales, and management. Stressed particularly at the meetings were White's preventive maintenance plan and its parts conservation plan. Preventive maintenance calls for systematic check-ups and service on a pre-determined schedule. Under the parts conservation plan, parts are rebuilt wherever possible, and in the case of old replacements, old parts must be turned in. This ensures the continuance of a parts supply over a longer period of time, and acts as a safeguard for future operation.

In order to make White service most efficient, the discussions at branch meetings covered shop layout and the various equipment positions which would facilitate operations, inspection methods and the proper use of tools and machinery, the requirements of preventive maintenance, repair and rebuilding operations, and the handling of parts. Studies also covered the hiring and training of shop personnel, service market opportunities, and the various phases of management control.



THE NEWSPAPER THAT GIVES NATIONAL COVERAGE TOO

The New York Times

"NEWS-POWER" GIVES THE SUNDAY TIMES THIS NATIONAL CIRCULATION

In 10,000 cities and towns located in 2000 counties throughout America, men and women who run the nation's industrial, scientific, financial and professional life, read The New York Times because it carries "all the news that's fit to print".

THE NEW YORK TIMES MAGAZINE

A part of the Sunday Times, The Magazine is a national magazine in content, in circulation distribution, in long life, in the quality of its rotogravure printing. Many advertisers use The Times Magazine year after year as a key publication in their campaigns in national media.

REVIEW OF THE WEEK

This section which summarizes and reviews on Sunday the events of the past week *through Saturday*, is a high point of the Sunday Times. Industrial and institutional advertisers find it particularly effective in reaching leaders of American life in all parts of the nation.

Six Ways To Keep In Touch With Customers When Men Can't Travel

If you still have goods to sell, this quick check-list will give you some workable ideas to use as substitutes for personal calls. Even if your goods are rationed, you still need contacts to preserve the goodwill you have spent so much time and money creating.

BY JAMES C. CUMMING

Grey Advertising Agency, Inc.
New York City

THE manufacturer who thinks he can do as good a job without salesmen as he can with them is kidding himself. There just is no satisfactory substitute for an honest-to-goodness, flesh-and-blood salesman. But if gas rationing has banished your salesmen from the road, or if a large majority of them have returned their order books to you with copies of their draft notices, you just can't go back and hide behind your backlog of government orders.

The one thought that may give you some small comfort as you face the problem of keeping in touch with your peacetime customers without salesmen, is that every other manufacturer is in exactly the same boat.

Six Ways To Keep Goodwill

Because of the importance of this problem today, we have gathered for discussion six methods by which manufacturers can keep in touch with their customers, even though their sales forces may have been thinned or eliminated by wartime conditions. Here they are:

1. During World War I, the Rauh & Mack Shirt Co., Cincinnati, added to their staff a wartime salesman whom they named Macksi Mum. No ordinary salesman was Macksi. He was too thrifty to use hotels, pullmans, taxis.

And he produced orders averaging \$250 at an approximate sales cost of \$3 each, or about 1 1/5%.

This extraordinary salesman was simply a sample kit. Now there is certainly nothing new about traveling a sample kit around the country. But there was something new about the way it was done in this case, and that's why we think many a manufacturer today can profit by Rauh & Mack's experience.

He's a Traveling Sales Plan

In the first place this particular sample kit was endowed with a personality and a name. Customers wrote, asking to see Macksi Mum—not just samples. In the second place, he was the traveling representative of a *sales plan*.

That plan designated that Macksi should be well supported by advertising. The company's trade advertising was directed largely toward getting invitations for Macksi to call. Typical copy read, "Write for Macksi Mum, our Super Silent Salesman—he stands for quick service. When other salesmen can't, Macksi can." Macksi went to stores by invitation only. He never canvassed "cold."

Then when Macksi did call, he gave the buyer the works. When the retailer opened the case he found three pockets marked: "Order Blanks," "Take One," and "How to Order." In the "Take One" pocket were booklets which dramatized the company and the shirts it manufactured. In addition to these, Macksi contained sample shirts in trays, and swatch-cards in separate compartments. A catalog of the complete line also was included to make it easier for the buyer to order.

After each visit, Macksi Mum went back to the factory for examination and re-packing.

Now don't dismiss this idea with the thought, "We tried a traveling

case of samples once and it didn't work," or, "We're doing something like that now." It is well to note that Macksi Mum was made the central theme of the company's trade advertising, that he was given a name and a personality, and that he visited a store only on the specific invitation of that store. Keep these three points in mind as you ponder over Macksi's merits.

2. If you are doing an impressive job of consumer advertising, you are reasonably assured of getting your sales story before your customers—even when your salesmen can't present it for you. But if your consumer advertising is limited, consider an intensive use of trade-paper space to tell the story your salesmen can't tell.

Advantages of Trade Papers

Trade advertising has much to recommend it—particularly in these times when trade papers are read more attentively than ever by those who must know the latest rulings from Washington.

The advantages of trade papers:

They are inexpensive. Large space can be used frequently in several papers, for relatively little money. *They cover customers thoroughly.* Consumer advertising may win a number of buyers, but most buyers make it their business to read their trade papers. The only buyers who will be missed will be those who are not important. *They imbed the message* in the consciousness of those who read it. This is an important point, particularly if a product is restricted, making it difficult for consumers to obtain it. It's axiomatic that the consumer's memory for a product is shorter than the retailer's. Therefore, by reminding the retailer of a product while salesmen are not calling, the story is told where it will do the most good.

3. Have you ever stopped to figure what proportion of the business your salesmen bring back in normal times constitutes really new business, on new items, or from new customers, and what proportion is re-order business? If your experience has been average, probably at least 80% of your volume always has come from re-orders.

This gives the cue to a very important suggestion which could be put into effect when salesmen cannot pick up re-orders. There are a number of good automatic re-order systems available. Why not put one to work on your line now?

Probably the simplest of these systems is the "card-in-the-box" system. Let us suppose that you pack your product a dozen to a box. Between the second and third items from the bot-

★ ★ ★ ★ ★ ★ ★ ★ ★ ★


Largest audience

in the business field

(387.226, all net paid)

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

CHOOSE THE
LEADER IN
THE BUSINESS
FIELD...





Why I Like to Write for Cosmopolitan

by

Faith Baldwin

FAITH BALDWIN was selling verses at ten. She has produced more than thirty novels . . . and innumerable short stories. She began writing for *Cosmopolitan* 15 years ago, and is one of the highest-paid magazine writers. Movie stars envy her fan mail. Read her latest novel, *Navy Girl*, in the current *Cosmopolitan*.

My job is fiction, of the so-called light romantic type. Even in wartime it has its place because some form of escape is necessary to everyone.

Reading is certainly the best form. I don't mean you should be so drugged with it you lose touch with reality. But if you know what's going on in the world —

and *Cosmopolitan* also provides that knowledge — I believe that a foxhole of fiction is not only permissible but important.

Current fiction is contemporary history.

From the mail I receive addressed in *Cosmopolitan's* care I realize what a large cross section of the country is reached by the

magazine . . . Young and old, male and female, they write to me—one of my last letters was from a soldier on a South Pacific island who had just read a story of mine in *Cosmopolitan* . . .

I feel that the editors have a finger not only in the vast literary pie of the country but upon the pulse of reader reaction.

Cosmopolitan's increasing newsstand sales, at 35¢, prove that GREAT FICTION is a "must" today, as it was yesterday, and will be tomorrow — for millions of Americans.

What type of Americans? The young, forward-facing, imaginative element in every community. Men and women who are eternally looking around for something new and something good.

Americans with the spending temperament, and the wherewithal to gratify their wants. TODAY'S BEST CUSTOMERS! TOMORROW'S BEST PROSPECTS!



Newsstand Buyers Spend More Per Issue for *Cosmopolitan* (at 35¢) than for Any Other A.B.C. Magazine

FEBRUARY 15, 1943

[37]

tom you slip a card which, when filled out and mailed to you, brings back to the store another box of a dozen. What could be more simple? When the retailer has sold 10 of the 12 items in the box he unearths the card, fills it out and mails it.

Of course, this system has its drawbacks. It sometimes fails to distinguish between the store which sells a gross of your product per week and the store which sells a dozen a month. Also, it has a tendency to increase small orders instead of bringing in a few big orders which can be handled more economically. But it's better than nothing, and it will bring re-order business which otherwise might be missed.

4. Another function of salesmen, in addition to picking up orders from dealers, may have been the examination of the dealer's stock and the writing of whatever orders may have been necessary to bring it back to normal. It is possible that this function can be replaced for the duration, by setting up a series of basic stocks and combining them with an inventory-control system at the factory.

A Record for Each Retailer

Obviously, this is a variation of, and an improvement on, the automatic re-order system already suggested. But it goes beyond that system in that, once the retailer has given his approval of the basic stock, this system operates independently. Reduced to its simplest terms, the system works in this manner:

Let us say you manufacture shoes. You assemble a model stock to illustrate how many pairs of each style a small retailer should have in stock in each size. You assemble similar model stocks for retailers of various sizes—small and large. You determine in each case the "re-order point," based on the length of time it takes a shipment to reach the retailer from your factory. The re-order point for a retailer a hundred miles from the factory might be two or three pairs, in

certain sizes, while the re-order point for a retailer 2,000 miles away might be two or three dozen pairs.

Similar adjustments must be indicated for seasons and, of course, there must be allowances for fast-selling and slow-selling styles.

When you finish lining up basic stocks, you will have a separate record for each retailer. This can be submitted to the retailer for his comment and approval; then you are ready to install the system for practical use.

The inventory-control system entails the recording of each shipment made to the retailer, crediting it to his stock by styles and sizes, and the recording of all returns made, debiting them against his stock. On the dealer's record the individual sales he makes, by sizes and styles, must also be included.

The simplest way to do that is to use a split-card, or similar device, which the retailer can return to you. The split-card is a part of the tag which is attached to the product. It tells, in code if preferred, size, model, color—all that is necessary to know about the item to identify it on the model stock card. When an item is sold, the salesperson in the store removes that part of the tag and drops it in a box. At the end of the week the retailer puts the accumulated split-cards in an envelope and mails them to you.

Records Have Curiosity Value

You probably know many other ways to operate an inventory control system at your factory. You even may prefer punched cards and mechanical order writing—if you can get the necessary equipment in wartime. Our point is, that some system of this type will take over, at least partially, one of the jobs which formerly was done by salesmen. And, unless you install a very elaborate system, it need not cost any more than the former traveling expense of your salesmen.

5. If you feel you have a message which requires a personalized, word-of-mouth approach to customers, a "stunt" mailing of phonograph records may get more attention than anything else. The practicability of this idea is, of course, predicated on wartime priority in the production of phonograph records. But if you can obtain records for this use, they offer many interesting ideas for the presentation of your story.

You can, for example, have the president of your firm give a heart-to-heart talk to the dealer on the wartime problems of your organization and their effect on the retailer. Or, you can have your salesmen—those who are not in the service—talk via

disc to their own customers. Another idea is to stage a dramatized "situation," with the customer and the retailer, or the manufacturer and the retailer as characters, and develop dramatically the thought you wish to implant in your dealers' minds.

Whatever approach is chosen, you can be assured that your dealers will take the trouble to listen to the record you send out. The curiosity-value of a phonograph record is tremendous.

6. If you have kept pace with modern selling techniques, your men recently have gone out armed with portfolios which help them to present your story to their customers in dramatic form. Today the portfolio technique is more timely than ever before. For, even though you can't send your salesmen to see customers; you can send your portfolio to do the selling job.

Portfolios Pack Sales Punch

Because your salesman will not be there to turn pages, you probably will want to condense your story, putting more on each page than you would ordinarily put in a portfolio to be presented by salesmen. And, because of the increased quantity, you may want to simplify the presentation in other ways.

You can retain all of the dramatic qualities and most of the exhibits of your salesmen's portfolio in a "presentation book." You can afford to send this book to all your customers, timing the mailing to coincide with the usual dates of your salesmen's trips. In fact, one manufacturer who did this last season discovered that, because of the relatively high unit cost of preparing the customary small quantity of portfolios for the salesmen, he found it possible to prepare presentation books of this type for all of his customers for less money than he would normally have spent on the portfolios. The finished job also was much more attractive in appearance. They were kept on buyers' desks, creating an impression which helped the manufacturer to out-distance competition.

There are, of course, many other ways to keep in touch with customers when salesmen can not see them regularly. Letters, telephone calls, direct-mail advertising—all are being used successfully. We suggest that you study the six ideas advanced here, and that you try thoroughly those which seem most practical under the sales conditions which confront your particular organization. Very likely you will find some of them so advantageous that you will want to continue to use them after V-Day, to supplement the work of your salesmen.


★ ★ ★ ★ ★ ★ ★ ★ ★ ★

★ **Lowest cost** ★

★ **in the business field** ★

★ **(\$4.63 per page per 1,000)** ★

★ CHOOSE THE LEADER IN THE BUSINESS FIELD... ★



Marketing

PICTOGRAPHS

Planned by Philip Salisbu
Executive Editor, and design
by The Chartmakers, Inc.

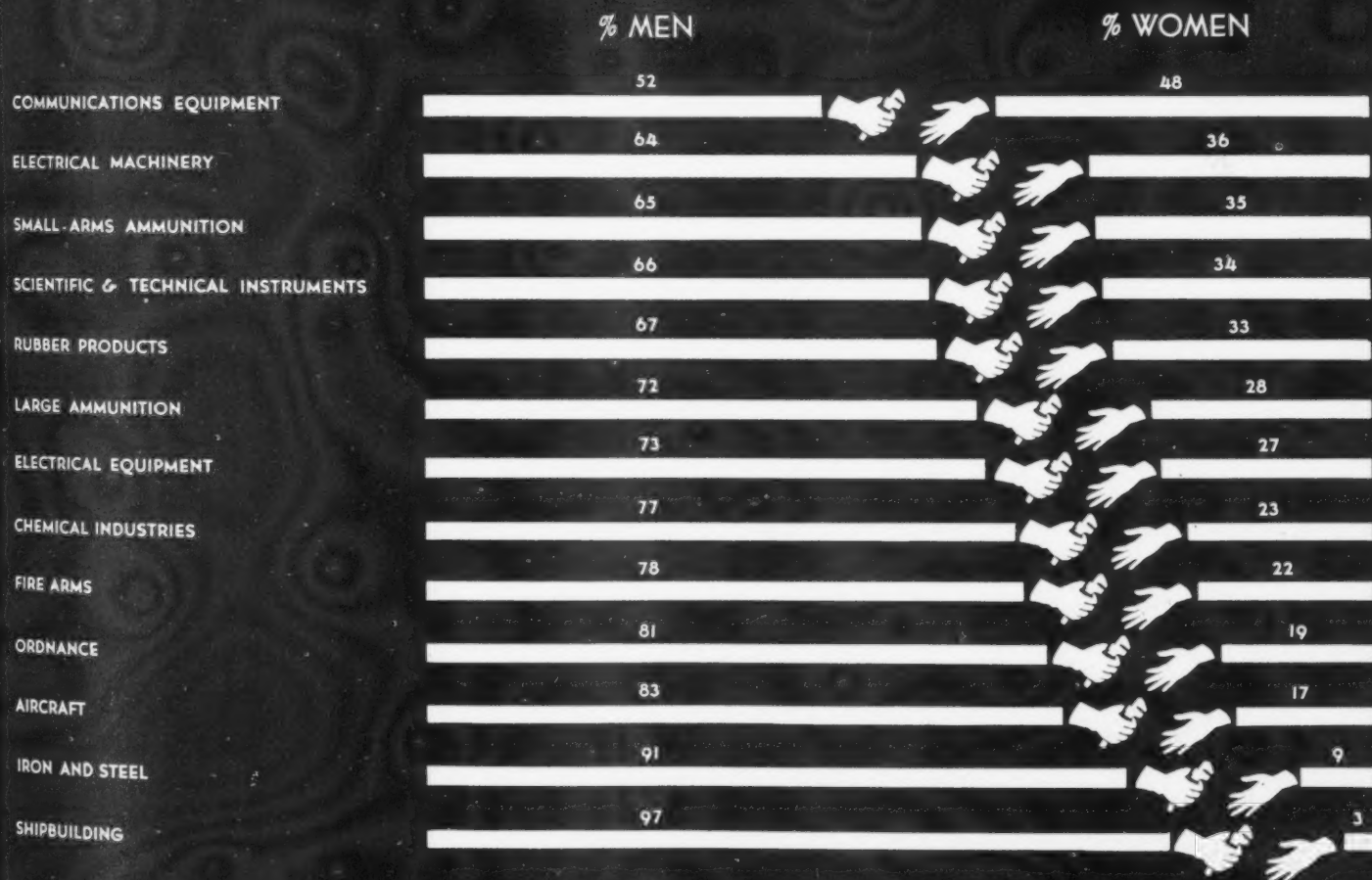
A QUARTER OF THE WAR WORKERS ARE WOMEN

The major post-war problem will be that of finding steady employment for the millions of returning soldiers and the men and women now working in war production industries.

One of the imponderables is the number of women who will wish to continue working. Today one out of every four workers in war production plants is a woman, and by the end of the year, so Paul V. McNutt estimates, the figure will rise to 6,000,000 out of a total war labor force of 20,000,000.

In "home front" jobs such as gas station attendants, taxicab and delivery truck drivers, butchers, mail carriers, even construction laborers--McNutt figures that by the end of the year 45% will be women.

In direct war industries here are percentages of men and women workers at the start of 1943:



The change in status from housewives to breadwinners brings big changes in what these women buy, where they buy, and when they buy.

PICTOGRAPH BY
Sales Management
2-15-43

Source: Paul V. McNutt, War Manpower Chairman, January 11, 1943

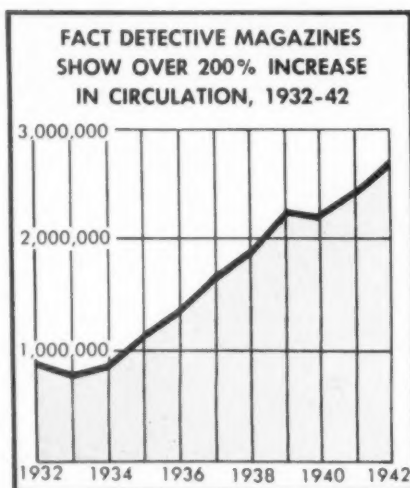


A \$100,000,000 LIQUOR MARKET!

Reached by Fact Detective Magazines that can serve you profitably in 1943

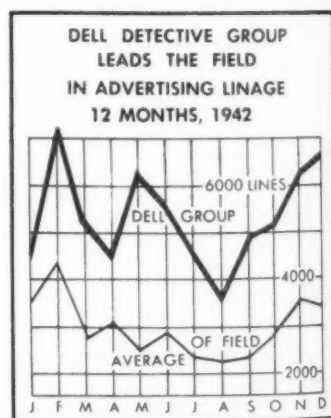
If you have to review your advertising plans for 1943, look to the Number 1 civilian man's market offered by the Fact Detective magazines. The nearly 3,000,000 men purchasers of the standard size, smooth paper, easy reading detective magazines are your sales "hub" . . . They are "must" mediums on any liquor schedule

- This circulation is purely voluntary, no force or inducement is advanced to encourage the purchase. It proves that the magazine is wanted. And want is based on desire, creating an avid readership both editorially and advertising wise.



Mature, hard working men read the Fact Detective magazines. Average age per reader — 34 years . . . a ripe vintage for sales entree by any national liquor advertiser . . . and, money flows freely in the wage earner class, who today are earning over 73% of the national income.

• The leading Group in the Fact Detective field is Dell Detective. MORE ADVERTISERS SELECT DELL DETECTIVE GROUP than any other. Because . . . it has the largest circulation, the most lineage, more bonus per dollar invested and is your best BUY.



DELL DETECTIVE GROUP

THE IMPORTANT "MAN" MARKET OF THE DELL PUBLISHING COMPANY, Inc.

(A letter or call to our office will bring you a copy of Dell Detective Group's recent liquor survey.)

149 MADISON AVENUE, NEW YORK, N. Y.

THERE'LL ALWAYS BE A LIQUOR MARKET WHERE MEN CONGREGATE . . . THE FACT DETECTIVE FIELD

YOU'LL HAVE TO GET MORE CHEWS FROM YOUR GUM



Since 1914 there has been nearly a 300% increase in the chewing gum consumption of U.S.A. citizens, but this year we'll have to get along with 34 fewer sticks per person than in the record year of 1941. For civilians the sacrifice will be even greater, since the makers will give military forces first crack at the decreased production. The industry is 30% short on sugar, and shipping space is short for imported chicle. Chicle is the coagulated sap of the sapodilla tree - a tall, tropical evergreen which takes 30 years to produce, and refuses to be hurried even by the frenzied appeals of the W.P.B.

On a stick-per-person basis, here is the growth - and temporary decline - of the industry:



PICTOGRAPH BY
Sales Management
2-15-43



Source: W.P.B. Confectionery Section

100,000,000 MOVIE-GOERS A WEEK

With more money to spend and less to spend it on in the stores, the amusement, hotel and service businesses are taking a larger cut out of the expenditure dollar.

On a weekly basis the movie theaters this year will approach the all-time high attendance of 1930.

Here are the figures for average weekly attendance:



*PREDICTED

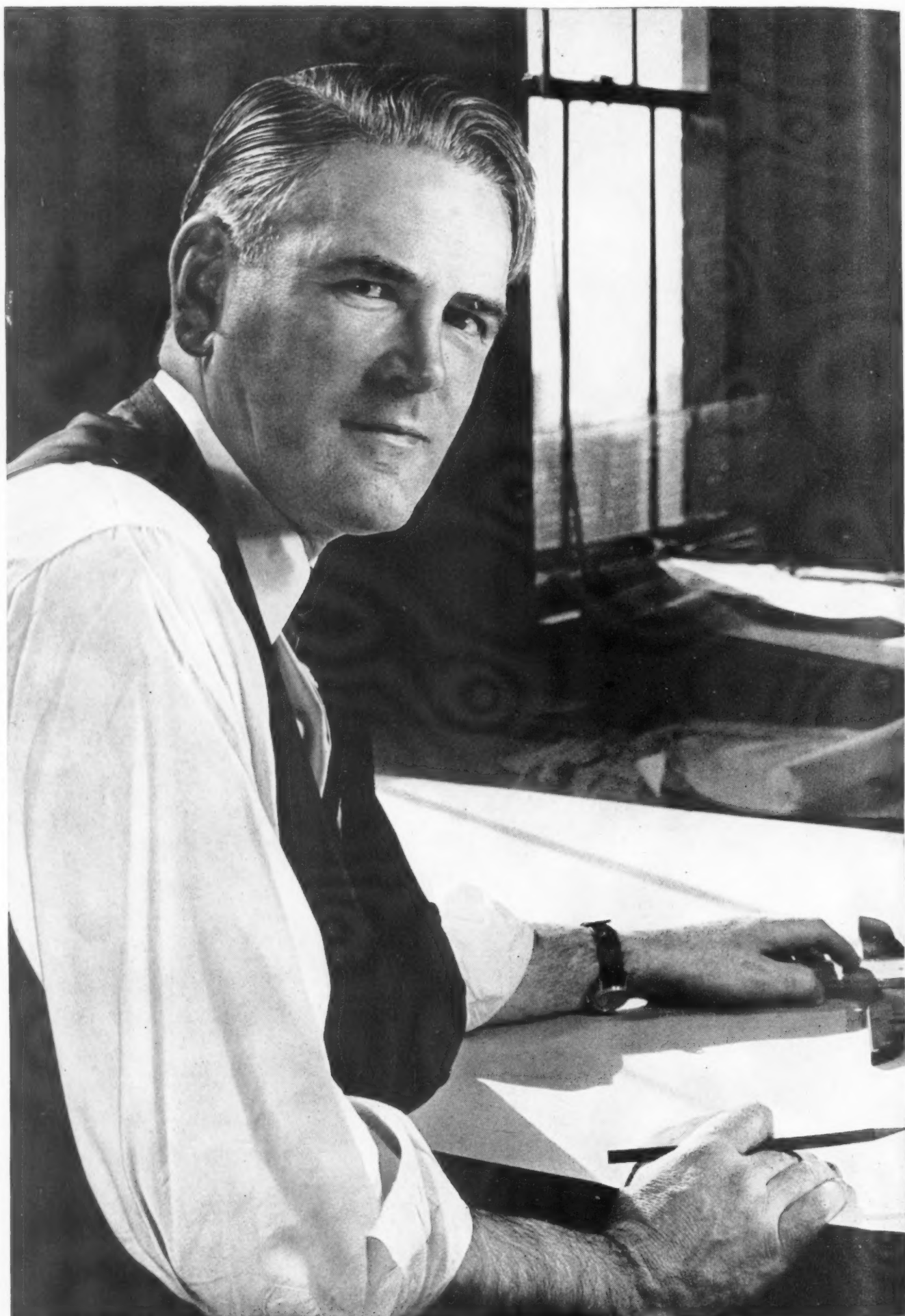


PICTOGRAPH BY
Sales Management
2-15-43

U.S.A. movie-goers are the world's largest and steadiest mass market.

Source: Wall Street Journal, January 8, 1943





It works on me like a thermostat

"If you're like me, you have a tendency to run hot and cold these days.

"No one could call me jumpy or temperamental — yet, when it comes to thinking about the war, I find myself up and down. One day I'm so set up about some new U.S. tank, or, say a Pacific naval victory, that I go around thinking we may knock out the Axis in short order. And another day the news is so depressing that I get gloomy as an owl.

"Well, I've found that LIFE is a swell antidote for this kind of trouble. It works on me sort of like a thermostat . . . helps keep me at the proper mental temperature.

"When I'm up in the clouds, LIFE is apt to come along with something like Ambassador Grew's report on the fanatic fighting qualities of the Japs. Or, when I'm down in the dumps, LIFE rebuilds my confidence with an encouraging, on-the-scene story of some American success.

"Works the same way on home-front subjects, too. Reports . . . optimistic and pessimistic . . . on civilian defense, food rationing, politics, and pictures of just plain American fun and nonsense all

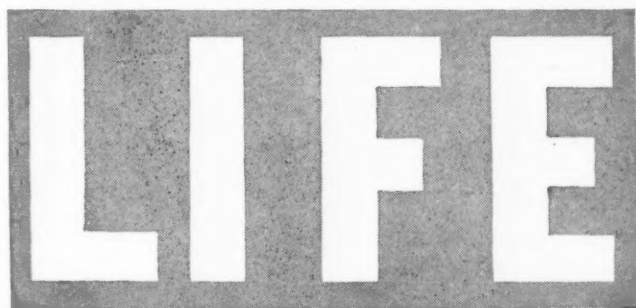
add up to my idea of a plenty wholesome reading mixture."

That's one opinion, from an engineering draftsman.

Curiosity for knowledge

All of LIFE's readers (23,900,000 civilians, plus 63% of our armed forces in this country), may not read the magazine primarily to keep their spirits stabilized, any more than LIFE's editors consciously attempt to balance the ups and downs of the news.

But by the fact that they read LIFE, these millions show that they want to know more and more of their world and its problems . . . that they have a mature curiosity for knowledge and truth, and find that LIFE's stimulating, easy-to-grasp reporting gives them both.



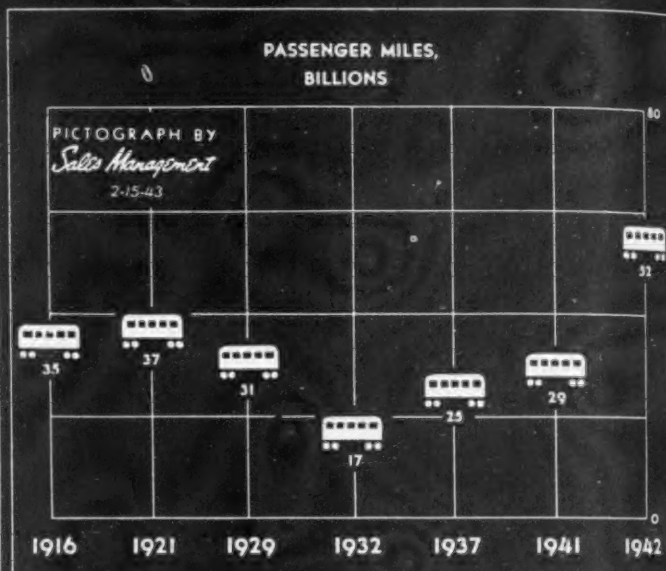
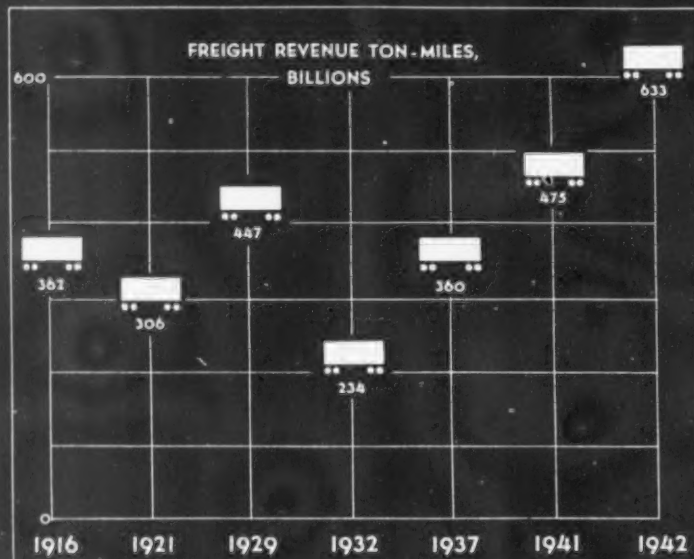
"Eyes for the minds of America"

LET'S TAKE OUR HATS OFF TO THE RAILROADS

If ever an industry made a comeback - and by the hard way - it's railroad transportation. A few years ago it looked like a goner, with steadily declining percentages of the nation's freight and passenger traffic.

Then came product design, - faster, more comfortable stream-lined trains, speeded-up loading and movement of freight. Then the War, - heavier demands superimposed on less equipment. Steel couldn't be spared for new engines and cars. 27% fewer freight cars than in 1918 - 29% fewer passenger cars.

But look at today's record. No wonder we aren't hearing any clamor for government operation or ownership:

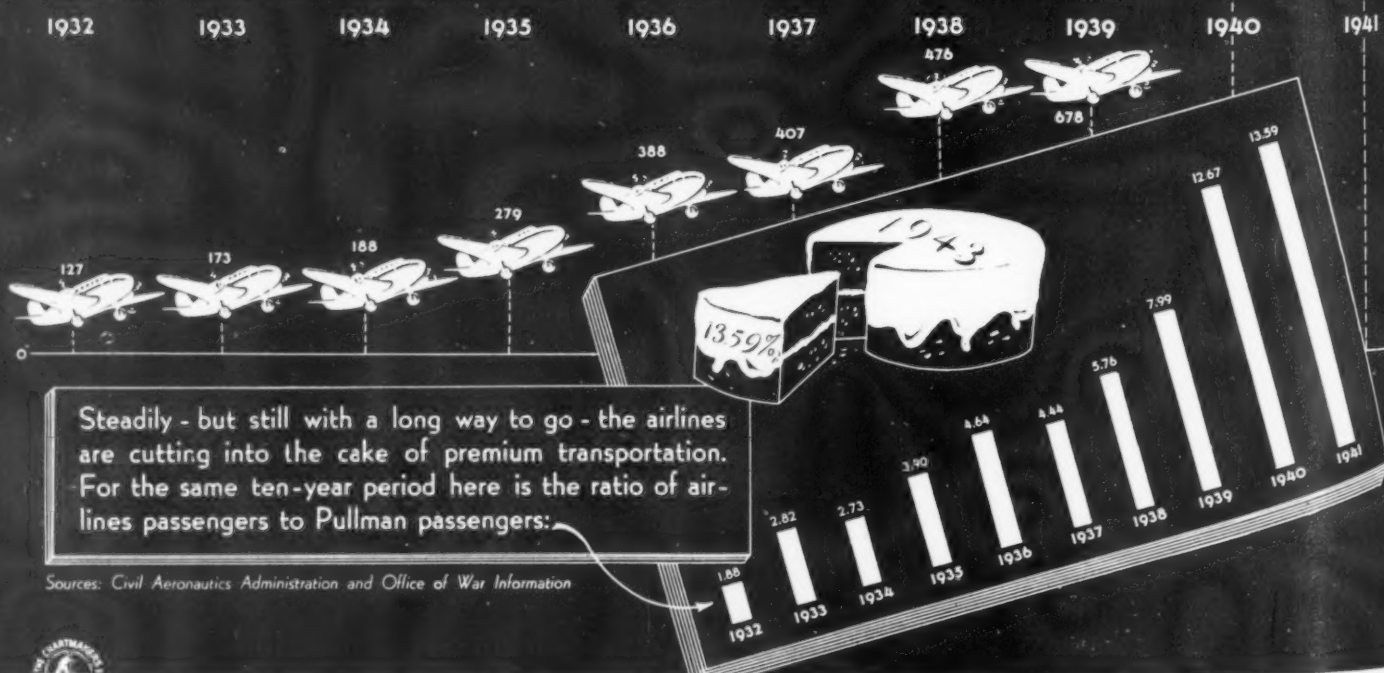


Source: Years up to 1941 Railways' Committee on Public Relations; 1942, Office of War Information, January 7, 1943.

A DECADE OF AIR PASSENGER TRANSPORTATION

In 1942 air commodity traffic showed an increase of 65% over the 1941 ton miles flown, but air passenger traffic declined slightly from 1941, due to the government taking over 40% of the equipment in May.

For the ten-year normal period, 1932 through 1941 here is the growth of revenue passenger miles flown, in millions:





Number Sixteen goes up the Mast

People are not in the habit of trusting someone else with a highly prized possession unless they have faith in that someone else.

That is why we are proud of the fact that practically every organization in this area which has won the Army-Navy Production Award has bought time on WGAR exclusively to broadcast the ceremonies.

Recently, upon helping employees of The Bryant Heater Company (and the famed Bryant pup) raise the "E" flag on their mast, we chalked up the sixteenth such ceremony which WGAR has been chosen to air.

FEBRUARY 15, 1943

All of these broadcasts are pointed to aid the war effort . . . to turn workers from nonessential labor toward the war plants, to encourage war bond purchases by the public through demonstrating how invested dollars are being turned into arms.

These WGAR programs may not *win* the war, but they will *help*.

★ ★ ★

P.S.—Six other Cleveland industrial firms are sponsoring regular broadcasts over WGAR to recruit manpower, aid in employee and public relations, keep alive product names.



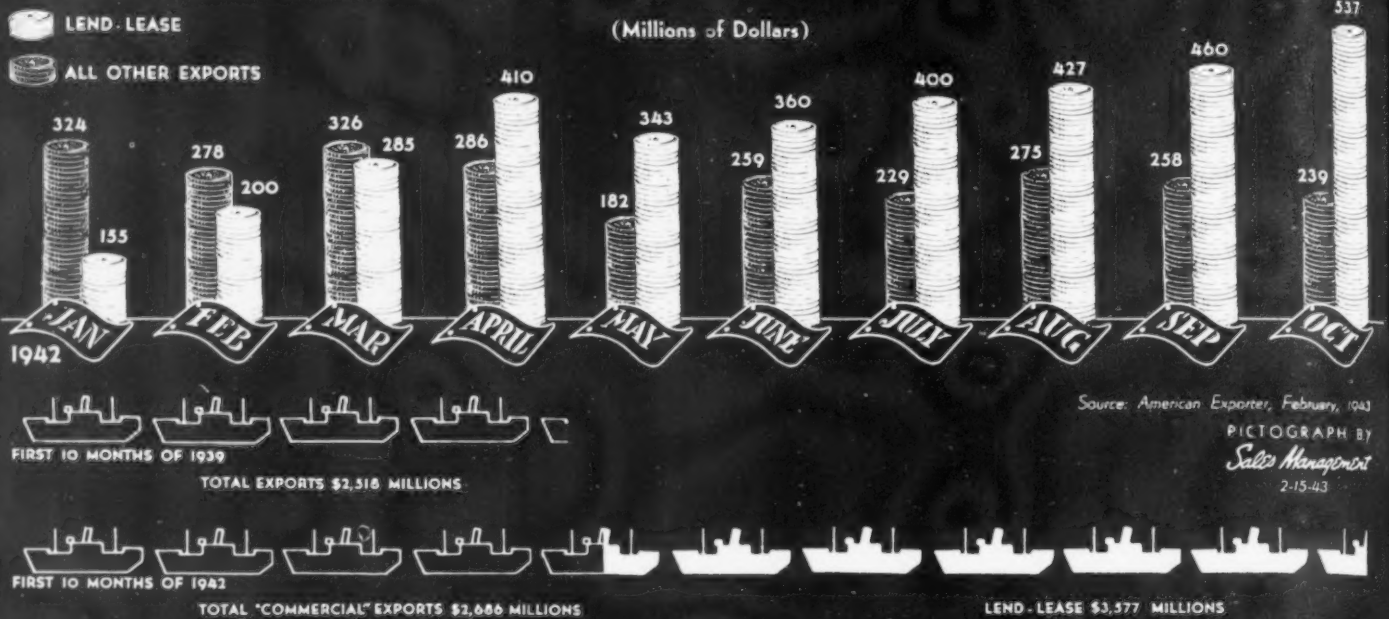
BASIC STATION • COLUMBIA
BROADCASTING SYSTEM
G.A. Richards, President; John F. Patt, Vice Pres. & Gen. Mgr.
Edward Petry & Company, Inc., National Representative

NOT ALL EXPORTS ARE LEND-LEASE

During the past three years the growth of total exports has been so great that even after eliminating Lend-Lease exports there remains as much export volume going through private trade as before the war.

Total exports for the first 10 months of 1939 were valued at \$2,518 millions, and for the similar 1942 period the volume of "commercial" exports only was \$2,686 millions.

However, Lend-Lease in 1942 accounted for 57% of the total export volume of \$6,263 millions, and the percentage will probably continue to mount until war's end:

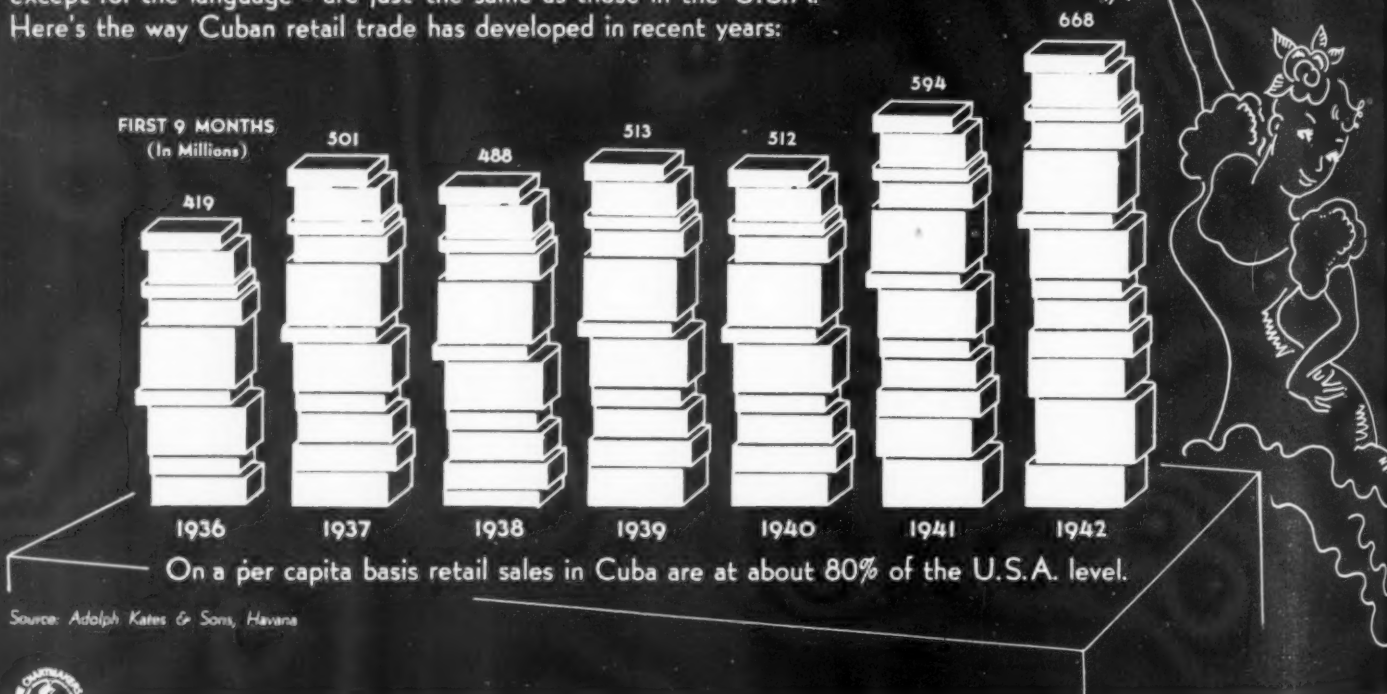


CUBA'S RETAIL SALES KEEP PACE WITH OURS

More and more American companies are developing Latin American outlets, feeling that after the war our foreign trade will be increasingly in a North-South direction.

Late in 1942, for example, Sears Roebuck established its first Cuban store in a 3-story Havana building. Its automatic escalator - first on the island - thrills the natives. The señoritas behind the counters could hold their own on any Hollywood lot. Newspaper ads and window displays - except for the language - are just the same as those in the U.S.A.

Here's the way Cuban retail trade has developed in recent years:



Grocery Bags Carry Wartime Slogans

THE Union Bag and Paper Corp. has enlisted hundreds of millions of its kraft grocery bags to carry government-approved messages from war-time agencies into millions of American kitchens.

"Victory Slogan Bags," color-printed with illustrated wartime messages, are a new voice for important projects in which the Government needs cooperation from people on the home front, particularly housewives.

Union Bag and Paper Corp. expects to print up to 10% of its grocery bag production with government campaign slogans. The company is paying the bill as its contribution to war advertising.

Recently, scores of prominent people in Washington and New York were photographed by news cameramen, while carrying their groceries home from their local food stores in victory slogan bags. Among the Washingtonians were Mrs. Henry A. Wallace, wife of the Vice-President, Mrs. Lewis B. Hershey, wife of Brigadier General Lewis B. Hershey, and Mrs. Claude Wickard, wife of the Secretary of Agriculture. New Yorkers, included Mrs. Wendell Willkie, wife of the Republican political leader, Lily Pons, Metropolitan Opera star, and Ilka Chase, of stage and screen fame.

Offered At No Extra Charge

"Victory Slogan bags," which come in three different sizes, are being offered to the trade by company salesmen at no extra cost. Jobbers and retailers get part of their grocery bag orders in the new patriotic designs.

Designs and slogans already approved and in use include: a sketch of the Sphinx with the wording, "Silence—Take a tip from the Sphinx. Don't talk about ship movements! Don't talk about war production!"

A frying pan pouring grease into the loading end of a large gun urges: "Housewives! Save your waste kitchen fats! They're urgently needed by our Government to make glycerine—which makes high explosives for us and our Allies! Collect all used fats in a clean, wide-mouthed can . . . turn them over to your butcher regularly . . . and help keep United Nations' guns firing."

Flames licking around a kettle in which Hitler, Hirohito and Mussolini are cooking has the inscription: "Save on house heat and help make things hotter for Hitler. Fuel is needed to build weapons."



Troy's a Mighty Good Answer, Mister!

Troy has everything you seek in major markets under today's puzzling conditions.

In the first half of 1942, 56% of all war contracts went to only 97 of the nation's 3,072 counties. Troy is the county seat of one of these 97 important spots.

Troy is growing (about 7.5% since 1940,* indices show,) but it's no "madhouse market" with an unstable trailer-town fringe. Broad industrial diversity and balanced labor conditions assure continued peak employment here.

Because Troy is compact it keeps its economic unity despite gas and travel restrictions. The A.B.C. City Zone is entirely within a 3½-mile radius and a single local fare limit; the most distant trade zone resident is scarcely an hour away by bus or train.

All this plus the single-medium blanket coverage the city's sole dailies provide makes Troy an ideal sales and test field. You can reach "everybody" in New York State's lowest cost major market for a single rate of only 12c per line.

THE RECORD NEWSPAPERS

THE TROY RECORD

THE TIMES RECORD

*1940 City Zone Population, 115,264

All Advertising Direct

Jewelry Firm Finds Essential War Task in Medal Making

BETWEEN metal shortages and the new Manpower Commission order, the jewelry industry is having its share of wartime difficulties. The Robbins Co., Attleboro, Mass., however, has achieved an unusual conversion. They make medals—thousands of them—for Uncle Sam.

During 1943 Robbins will produce 5,000 Distinguished Service Crosses, 2,000 Distinguished Service Medals, 40,000 Silver Star medals and 9,700 Distinguished Flying Crosses. Uncle Sam is preparing for deeds of heroism as yet undone.

Robbins formerly manufactured a wide variety of special school, association and fraternal items such as rings, fraternity pins and club emblems, the latter for such organizations as Boy

Scouts, Girl Scouts and Kiwanis. In recent years it also has developed a sizable business in good-will tokens.

Because of the dramatic significance and colorful historical background behind the various military awards, Robbins employees justifiably feel extraordinary pride in their contribution to victory.

Oldest and scarcest of the emblems they make is the Award of the Purple Heart, created by George Washington. After the Revolution, this award became practically non-existent. It was reestablished in 1932 upon the 200th anniversary of Washington's birth. Inscribed "For Military Valor", it features a bas-relief portrait of Washington, in gold against a purple heart.

Ranking next to the highly-prized

Congressional Medal of Honor is the Distinguished Service Cross which corresponds to the British Military Cross and the Croix de Guerre. Although established since World War I, it has been made retroactive to include persons who previously may have performed outstanding service which went unrecognized. On this basis, it was awarded to Lt. Andrew Summers for carrying the famous message to Garcia on assignment from President McKinley in the war with Spain in 1898. Bearing the legend, "For Valor," this is a bronze cross two inches long, carrying an American eagle with raised wings superimposed on a laurel wreath.

The Army Distinguished Service Medal is awarded either to military personnel or to citizens who render outstanding service to the Government. These Army medals are matched for the Navy by the Navy Cross and the Navy Distinguished Service Medal.

New Process Saves Copper

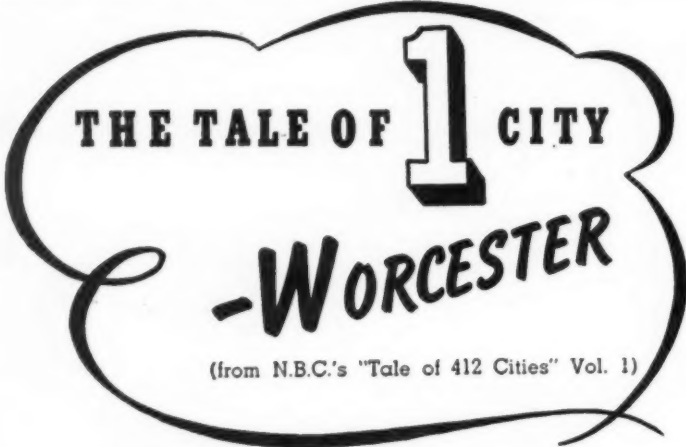
The Distinguished Flying Cross is the only medal awarded for achievement in any branch of the service, whether it be the Army, Navy, or Marine Corps. It is given for achievement in aerial feats and was awarded to Charles A. Lindbergh for his solo flight from New York to Paris. Not more than 100 of these have been awarded since the Cross was created in 1926. With 9,700 of these either manufactured or in process, Uncle Sam is anticipating some hair-raising aerial fireworks between now and Armistice Day II.

Newest of all is the Silver Star Medal, established in 1932, formerly serving as a citation, now a medal for gallantry in action.

In addition to these medals, Robbins manufactures more than a dozen varieties of silver wings worn on the tunics and caps of aviation cadets. It makes insignia for enlisted personnel of the Navy, and for officers. And it produces thousands of metal markers which every U. S. soldier wears on his coat lapel.

Manufacture of the insignia ran head-on into metal shortages. At the request of the War Department, the company did some experimenting to produce a substitute for copper base alloy. A new process now saves three-fourths of that material and eliminates a difficult soldering job.

Another saving was effected in the case of a ribbon-covered bar which is issued with every decoration. This was previously a handsewn ribbon wrapped around a brass bar with a pin for attaching to the uniform. The company suggested the use of an assembled bar which itself holds the ribbon in place.



THE TALE OF 1 CITY
-WORCESTER

(from N.B.C.'s "Tale of 412 Cities" Vol. 1)

The importance of WTAG in Central New England stands clearly revealed in N.B.C.'s "Tale of 412 Cities:"

- WTAG has 77% of the evening audience in Worcester alone.
- You can buy an hour on WTAG (national network rates) at a cost per radio home of less than half a cent.—
- For any of the other radio stations heard in this area, the cost is from 30% to 200% greater.

When You Buy Time—
Buy An Audience

WTAG
WORCESTER

Central New England
is a **MUST** market

NBC BASIC RED NETWORK

PAUL H. RAYMER CO.
National Sales Representatives

Owned and operated by The Worcester Telegram-Gazette

Like Pepper Pot...



KYW is Philadelphia's Dish!

High among the fine things appreciated in Philadelphia is KYW and Philadelphia advertisers know it. In five short years their purchases of KYW program time have increased 780%.

Pepper Pot is a soup or stew, famed in Philadelphia for its dumplings and its highly seasoned flavor.

We mention this because Philadelphia time buyers are in the ideal position to judge Philadelphia stations. They know the results their associates and competitors have had. And they now contract for nearly half of KYW's non-network time!



You need a 50,000 watt station in the nation's third market. You need KYW's directed coverage of the entire trading area. Investigate the availabilities—and make KYW your dish, too.



WESTINGHOUSE RADIO STATIONS Inc

WOWO • WGL • WBZ • WBZA • KYW • KDKA • REPRESENTED NATIONALLY BY NBC SPOT SALES

FEBRUARY 15, 1943

[51]

Monsanto Assays Products for Their "Job Potential" After "V" Day

The Monsanto management, wise to the ways of chemistry, is applying chemical research techniques to its own specific employment problem for the coming peacetime. It is doubly inspired in this effort because the products of chemistry which Monsanto makes and sells are destined to play such a stellar role in the post-war world. Here is an outline of their post-war philosophy.

Based on an interview by Lester B. Colby with

FRANCIS J. CURTIS

Director of Development and Chairman of the Post-War Planning Committee, Monsanto Chemical Co., St. Louis, Mo.

"WHEN the war ends, one of the first and most important tasks of industry will be to keep its workmen employed; we must not throw an army of people on the labor market."

That statement was made by Francis J. Curtis, director of development, Monsanto Chemical Co., St. Louis, Mo. Recently Monsanto created a committee on post-war planning and made Mr. Curtis chairman. The management of that organization is confident that, if industry can plan so that workmen will continue to work, no great collapse will come when peace returns.

"Our Job Is to Plan Jobs"

"Our job is to plan jobs for as many as we now employ. Men-at-work is our most important asset. We must think first in terms of work. And, I might add, that's the problem of industry everywhere in the United States," said Mr. Curtis.

"The gross national income this year is probably somewhere between \$135,000,000,000 and \$150,000,000,000. We are putting at least 50% of that into the war effort. It is estimated that 57,000,000 men and women are in gainful employment. If every company can arrange its affairs so that it can continue to employ its entire personnel after the war, there will be nothing to worry about.

"We, here at Monsanto, are analyzing each of our main departments and are trying to determine what keeps the men at work. To illustrate, take our phenol department. Our job there, when V-Day comes, will be not only

to make phenol, but to keep the men at work who now are making phenol.

"What will we do to plan for the change-over? Well, we will study sales data, we will estimate markets, we will do research work. Research may answer the question of keeping our phenol workmen on the payroll. Can we somehow continue to sell phenol in amounts equal to the war figure? Or can we keep, say, 80% of our phenol workmen busy? How far will we have to convert our phenol plant? What else can they make, which we can sell, to keep them busy?

"The idea is to figure men at work as well as phenol!

"Planning such as that, and I am using this one department only as an illustration, is important not only for the post-war period, but it is important right now. The men in the Army are worrying right now about what they will do, what their pay and employment will be, when the war is over. Millions of them are asking:

Plan for the Boys at War

"Will I have a job when I get back?"

"If these men now in the Army, scattered overseas and everywhere, know that the industrial leaders back home are working and planning to give them jobs when they return, their morale will be far better. Morale is important in bringing the war to an early ending. We owe scientific planning to the men who are on the battle fronts.

"We do not claim credit here for originating this idea. I'm ready to credit General Electric Co., which set the ball rolling, and I'll credit the Na-

tional Planning Association which, through conferences, has done much to interest industry, business and agricultural groups. Expert minds are on the job.

"And the Government is listening.

"The key is this: Give the people jobs and they will have the money to buy. You don't have to create wants; you need only to create the means to satisfy wants. "Give the people purchasing power and they will buy!

"Perhaps they will not buy all of the products we now are making. If we cannot sell the products we are making, it is up to us to develop something new, something they will buy. In some instances, probably in many, the post-war demands for a product will be greater than now. Service industries, very likely, will increase. No doubt these conditions will take up some of the slack and, in a measure, lessen the burden.

"It is apparent that Washington is realizing, far better than it did during World War I, the danger of terminating contracts abruptly and so plunging the nation into chaos. If industry in general plans well enough, starting right now, many of our leaders are of the opinion that we may avoid much of the danger that otherwise would face us."

New Products for New Money

Mr. Curtis pointed out to the writer some facts to illustrate what he meant by the expansion of certain products. For example, it took the natural rubber industry twenty-five years to achieve a production of 800,000 tons a year; now we nonchalantly expect the synthetic rubber industry to produce, in two years, at the rate of 1,000,000 tons a year! Aluminum in 1942 will be seven times as great as 1939—after fifty years of development!

In the plastics industry we produced 106,000 tons in 1939 and, under war's stress, jumped the production to 197,000 tons in 1941—although we were then getting into the fight only in December. Toluol production skyrocketed from 30,000,000 gallons in 1939 to an estimated more-than-100,000,000 gallons in 1942. Similar increases are taking place in the manufacture of formaldehyde, nitric acid, sulphuric acid, chlorine, and many other materials needed in increased quantities during wartime.

Double Your Sales Power *in Prairie Farmer Land!*

(4,199,808 MIDWESTERN FAMILIES WITH A
BUYING INCOME OF \$13,781,432,000.)



WALK into almost any FARM home in this area, and you will see PRAIRIE FARMER. Go into the home of ANY MAN who works with his hands at farming or in industry throughout Prairie Farmer Land, and you will hear WLS!

Through the printed word and through the spoken word, Prairie Farmer and WLS serve this vast army of working men on the farms and in the cities of Prairie Farmer Land . . . serve them by providing the type of news, entertainment, and educational features they want most.

Where else can you find so potent a combination? . . . TWO powerful selling forces with identical ideals of service, ready to go into action for you in ONE GREAT MARKET! The circulation of one complements the circulation of the other. Each is a proven POWER. Each has established an outstanding record for producing RESULTS! Together they give complete penetration!



Use the *Combination*

PRAIRIE FARMER
BURRIDGE D. BUTLER, Publisher

Since 1841

and



to Double Your SALES Power in *Prairie Farmer Land!*

CHICAGO

FEBRUARY 15, 1943

[53]

The plastics industry, Mr. Curtis pointed out, now is the glamour girl of the chemical industry. It has charm and color and is being used in many ways. But here is something we did not know: Wood has been impregnated with plastics to a degree that it becomes moisture-proof and vermin-proof and has a polish which is integral with the wood so that, as the surface wears, the polish keeps renewing itself. Plastic bonding materials have made possible the use of plywoods in airplane building. Plastic impregnated paper has been developed, which will have 20,000 to 40,000 pounds per square inch tensile strength as com-

pared to 4,000 to 5,000 for wood.

Textile dyeing seems to us as old as history, and many finishing agents have been used down through the centuries. However, the use of resins in this field is relatively new. Resinous materials long have been used for making oilcloth and such materials, but now the resin is being deposited internally, right in the fibre. As a result, cloth can be produced which is crease-proof and which has the resilience and luster of silk and, at the same time, the coolness and absorbency of linen. New processes have been developed for fixing on textile fibers the long-chain molecules of fatty acids.

Since these are water-repellent, water does not really wet the cloth, and a cup of coffee can be spilled on a dress made of that material without visible effect.

And no longer do we need soap to clean clothes. Synthetic detergents have been developed which are far superior. Technically, it is possible to pass sea water through successive beds of appropriate resins and make a fairly pleasant and drinkable fresh water. At present it is believed generally in the laboratories that the scientific treatment of diseases with chemicals is on the threshold of its greatest accomplishment. Practically all of the new drugs still depend on one base which carries the name—*para-aminobenzene-sulfonchloride*! If you get it!

Buyer yesterday
RATIONEER TODAY
Buyer tomorrow



Some day he will have to be **SOLD** again!



★ Every retail merchant throughout Ohio's DOUBLE-VALUE market has high regard for the influence of the Blade for it not only blankets metropolitan Toledo . . . it covers his town too!

Making his purchases in an open market, the retail merchant was formerly quite a buyer. He had to be *sold*.

Today's shortages have wrought changes and for the time being he is more of a *rationeer* . . . but the day will come when he will again be the hard-boiled *buyer*.

Newspaper advertising daily going into the homes of his customers has always proven a powerful influence in his selection of brands. Through periods of scarcity and abundance the power of newspaper advertising flows steadily on and on.

Are you using this power to full advantage to maintain consumer . . . and dealer . . . preference for your brand?

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

The Importance of Chemistry

Food itself is being revised. New foods are coming out of the chemical laboratories—concentrated, enriched, dehydrated, pre-cooked, quick-frozen and synthetic. One magical trick is to put four gallons of milk in a 3-pound sack; another, by dehydration, to reduce 27,000,000 pounds of potatoes to 3,000,000 pounds. This year we are dehydrating 300,000,000 pounds of eggs.

In the field of transportation the motor car, the airplane, and the Diesel-driven tractor, as well as the locomotive—all have been given increased performance by the chemist. The yardstick of fuel performance today is taken directly from the chemist's vocabulary—octane.

Back in 1920 the average octane number of our fuels was around 65; today our aviation fuels are 100-octane or higher. A troop-transport plane has a cruising radius of 2,400 miles with 100-octane fuel; with 73-octane its radius would be cut down to 1,600 miles. Of course, engines have had to be re-designed to take advantage of the chemist's findings. Future motor cars may be built of lighter metals and plastics and run on 150-octane fuel.

Life preservers previously were made of kapok. The Japs cut off the supply which came from the East Indies. Now the Navy is using a life jacket made of milkweed floss which has six times the buoyancy of cork. Three pounds of it will keep a man afloat 100 hours. Last fall 50,000 acres of milkweed (an erstwhile pest) was harvested from the sandy soil of northern Michigan.

Right now much of the genius of America is directed toward making machines for war. In the future we will turn our minds to peace. War

Mary Hallam Had 50 Children



Each year at Christmas time, Sun-Telegraph's Mary Hallam devotes a column to 30 needy families who want to have Santa visit their children. Each year, hundreds of Sun-Telegraph readers help to brighten the lives of these children. When you say it in the Sun-Telegraph things begin to happen, because

Pittsburgh Women Read the
Sun-Telegraph

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

stirs things up. When World War I fell about our ears, it has been said, our bankers had not really heard of the chemical industry, even though, reckoning from the time of its recognized birth, it was 123 years old. Until but a few years ago it was not considered a fit subject for discussion at a sales executives' conference.

"Why all this bringing of chemistry into a discussion of post-war planning?" asked Mr. Curtis. "Well, chemistry is going to play a big part in post-war development, and business, I think, can take a page from chemistry's notebook. By that I mean, do

research, think ahead, lay blueprints upon the table for building the future. What the chemical industry has accomplished it has accomplished by plowing a goodly share of its income back into research."

Mr. Curtis explained, however, that there is something more to it than just spending money. The research the chemical industry is doing is done carefully and wisely and is guided by men who know where they are going.

"There have been times," he added, "when the chemical industry has spent as much as 4 to 5% of its gross income in research. Fifty years ago a

company that spent 1% on research would be considered a bit unorthodox; just prior to World War II all other industries spent only 2/10ths of 1% of their total sales dollars on research, while the chemical industry was spending sixteen to seventeen times that much.

We were having lunch in the employees' dining room while we talked. Francis J. Curtis, chairman of the post-war planning committee of the Monsanto Chemical Co., picked up a glass cruet—there was one like it on each table—and poured some water-white fluid into his coffee. Offering it, he explained:

"Saccharin solution." Then he said:

"I believe, if we can get the best business minds at work, we can map the nation's future, plan for the post-war period, and all come out of it much better. Why can't national prosperity and safety be planned as progress is planned in the laboratory?"

We had no answer to his argument.

(This is the tenth of a series of articles on post-war planning. The titles and dates of appearance of the first nine are listed below:

"Post-War Planning: What Is It, and What Shall We Do About It?," by A. R. Hahn, Managing Editor, *SALES MANAGEMENT*, September 1, 1942.

"Report No. 2 on Post-War Planning: The Producers Council Program," October 1, 1942.

"Research for Post-War Planning: A Practical Five-Point Program," based on an interview with Dr. Lyndon O. Brown, Vice-President in Charge of Marketing, Lord & Thomas, October 10, 1942.

"Nine Important Problems You and I Will Face on V-Day," by Lee McCanne, Assistant General Manager, Stromberg-Carlson Telephone Mfg. Co., November 15, 1942.

"The Human Side of Industry's Post-War Management Problem," by Hugo A. Bedau, December 1, 1942.

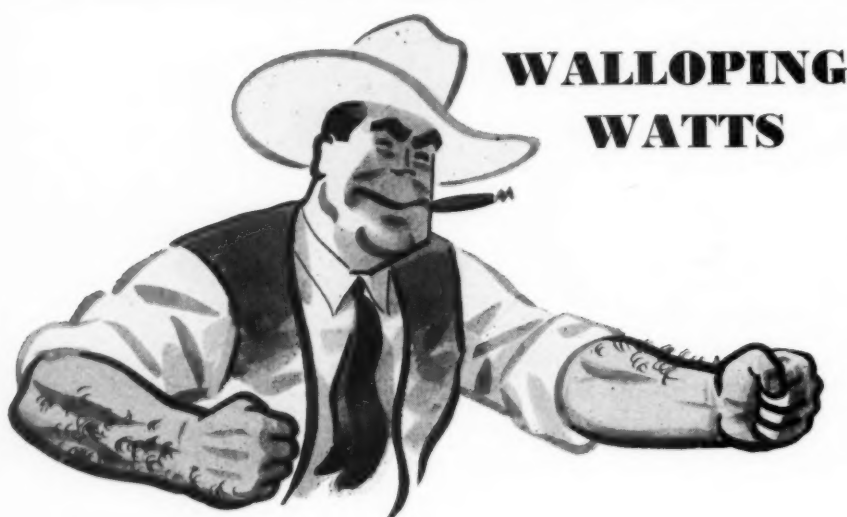
"That 'Happier Tomorrow': If We Want It, We Must Plan Today," by Stanley Holme, Economist, General Electric Special Planning Committee, General Electric Co., December 15, 1942.

"Philadelphia Blueprints a Program for Civic Post-War Preparation," January 1, 1943.

"Has Business Been Dodging Its Proper Political Responsibilities?" based on an interview with Louis Ruthenberg, President, Servel, Inc., January 15, 1943.

"In the Best Interest of All Selling, Should We Kill Straight Commission?" by W. R. Jenkins, Sales Director, Northwestern National Life Insurance Co., February 1, 1943.

Individual reprints of each are available without charge from *SALES MANAGEMENT*, 386 Fourth Ave., New York, N. Y. Multiple copies, 3 cents each.—The Editors).



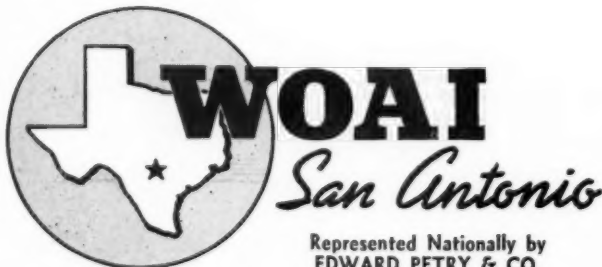
The Big Gent with the Big Voice is "pulling no punches" in 1943!

Now, more than ever before, it's sheer POWER that counts—everywhere. This is no time for second-raters. There's a war to be won!

WOAI is pounding the Central and South Texas market day and night—each wallop carrying the full force of 50,000 watts on a clear channel. These walloping watts, bringing to listeners the top-notch NBC, TQN and local programs, make WOAI the unchallenged champ in this favored section.

Because of its tremendous power, outstanding popularity and thorough coverage of an important market, WOAI is a "must" on war-planned radio schedules for 1943.

50,000 WATTS
CLEAR CHANNEL
AFFILIATE NBC
MEMBER TQN



THE POWERFUL ADVERTISING INFLUENCE OF THE SOUTHWEST

Put a Roof over a Warworker's family!

RENT YOUR SPARE SPACE NOW FOR CASH!

REMODELING MATERIALS AVAILABLE!

Phone WAR HOUSING CENTER SU. 6867 Immediately



The situation is critical, so Fuller asked for action.

Paint Firm Advertising Seeks To Ease West Coast Housing Crisis

To help the Government's War Housing Centers develop immediate response from the public in a campaign to create suitable living quarters for thousands of essential war workers, W. P. Fuller sponsors posters carrying a direct appeal and a local tie-in.

ON February first, a sensation-ally simple 24-sheet poster was put up in war production centers in the West, in states including California, Oregon, Washington, Arizona, and Utah. And it will be read as avidly as the morning news because it deals with what is considered one of the most critical problems on the West Coast: shelter shortage for war workers in defense plant areas.

The poster headline reads: "Put a Roof Over a Warworker's Family!" and then continues in three telegraphic lines: "Rent Your Spare Space Now for Cash! Remodeling Materials Available! Phone War Housing Center Su.6867 Immediately." The posters are being put out by W. P. Fuller & Co., the largest manufacturer and distributor of paint in the West (McCann-Erickson, Inc., San Francisco, is the advertising agency.), but the only "commercial" in the announcement is a cut of a Fuller paint can in the lower right-hand corner. Color and design, the company officials say, are "reduced to utmost simplicity to emphasize the importance of the words themselves." The advance goodwill, which this program of cooperation with War Housing officials is already reaping, surprises both the company executives and the agency managing the campaign.

Attracted by available jobs at the highest pay they ever have earned, workers go to San Francisco, Seattle, Oakland, Vallejo, or one of the several score of war production areas in

the far west. They get the jobs, then look about for homes for their families who want to follow them. After six or eight weeks of unlucky hunting, the men (and women) quit and go home. Despite high wages, they do not want to live alone; in fact, they can't afford to when they have to feed, clothe and lodge themselves and then send keep-money back home.

Investigations show that, while the quit-rate varies from city to city, as a whole it is so bad, with dangerous peaks at some points, that it is slowing the production lines for ships, planes, tanks, and other war materials. Some shipyard reports show a 100% turnover in workers in a year.

The problem is a growing one and threatens to become more acute in the months to come. The Government has taken cognizance of the gravity, with the result that the National Housing Agency has stepped in and set up War Housing Centers in seventy or more cities where studies showed that housing for war workers was so critically scarce as to be "sabotaging production."

The War Housing Centers have authority to lease any suitable space—never mind whether it is a loft, a store, hotel, house, or apartment building, so long as it is possible to convert it into family units for workers. Leases are for seven years. The Federal Government takes over insurance, taxes, mortgage, puts up money for remodeling, writes off the cost to the owner over seven years, and guaran-

A Market for TODAY

A Market for TOMORROW

Gary, Indiana

Gary's industries were among the first to convert for war.

They will be among the first to convert for peace.

Then, as now, the demand for Gary's products will be world wide, insuring you a prosperous market for many years to come.

If you have a product to sell now, or want to cultivate a market for peace time dividends, put on all your schedules

The Gary Post-Tribune Gary's Only Daily

It covers the market. Home delivered to over 86% of the occupied dwellings in the city zone. No other medium approaches this coverage in our trading area.

★ Over 50,000 workers now employed in industry.

★ Industrial pay-rolls over \$110,000,000 a year and going up.

★ Average weekly wage the highest in the state.

★ Savings accounts doubled since 1940.

★ War bond investments averaging over \$1,000,000 per month.

★ Indiana's second city in number of income tax returns.

★ THE GARY POST-TRIBUNE advocates the preservation of the system of free enterprise.

National Advertising Representatives

Burke, Kuipers & Mahoney, Inc.

Chicago

New York

Dallas, Atlanta, Oklahoma City

FEBRUARY 15, 1943

[57]



5000 WATTS DAY
1290 KILOCYCLES

1000 WATTS NIGHT
BLUE NETWORK

National Representative: HOWARD H. WILSON COMPANY



The Atlas that Talks The Business Man's Language

● The first and only Atlas of its kind. Designed strictly for the business man according to his own ideas. Helps him overcome worries and salesmen's routing difficulties caused by gasoline rationing and war-time travel restrictions. Gives a quick, accurate survey of every locality in the U. S. Shows all State and County sales territories—populations and locations of all towns and cities—railway and highway routes and distances between all points. Each State—covered by 3 maps—in a section by itself—and everything pertaining thereto in the same section, next to each map.

Cram's BUSINESS-MAN'S ATLAS of U.S.

The Needed Link Between Sales Executives and the Field

● Briefly—it is size 12x15 inches, 240 pages. Looseleaf binder. Eye-case treated. Flexible cover. The price is only \$10.00 prepaid. But it costs you nothing for 10 days' FREE examination.

● Send coupon for this Atlas. You must see it. Learn what it will do for you and associates in your office. If you don't find it the most convenient, time-saving reference—exactly what you need in your business—send it back and the examination costs you nothing. Descriptive literature on request. But why wait? You need this Atlas NOW. Send for it—keep it—or return it—just as you wish.

SEND NO MONEY
Just Mail Us the Coupon or
Use Your Own Letterhead

THE GEORGE F. CRAM COMPANY
Maps, Atlases, and Globes since 1867
730 East Washington St., Indianapolis, Ind.
Send me Cram's New Business-Man's Atlas
of U. S. on 10-day examination basis.

Name.....

Address.....

City..... State.....

tees the owner a fixed return based on rental values of the units converted.

At the same time, War Housing Center operations include home-finding services, rentals of single rooms, renovation of existing apartments, and anything which will help to provide shelter for the homeless war workers and their families.

What makes news to every property owner is the extremely high priority rating for conversion and renovation materials: AA3. All this action put together eventually will provide needed homes. But there is a time element, particularly in spreading news of the need, and information concerning conversion possibilities, to the thousands of property owners who might help. The first War Housing Center in the country was set up only last October. Getting it under way has been slow.

That Important Local Angle

Looking around for a direct way to aid the war effort, on the West Coast, W. P. Fuller & Co. executives thought they saw where they might fit in. Local Fuller representatives called on War Housing Center managers in 30-odd cities during January of this year with photostats of the poster, already in production. The housing officials were overjoyed to see so much commercial space contributed to their cause, because their own promotion plans had barely jelled. In the Fuller announcements they saw an opportunity to start at once. Fuller branch managers are already writing home, after interviews with housing men: "Hit the nail on the head"; "perfectly timed," "housing manager tickled to death," and similar comments.

In addition to the posters, full-color reproductions, 35" x 14", are to be offered to western industries, also blotters, in color, which carry the same message. For painting the design on walls and fences of industrial plants, Fuller provides complete lettering and coloring guide.

One of the points in the program which went straight to the heart of the Housing Center officials was the emphasis placed on the local angle. This was accomplished by featuring the local Housing Center's telephone number (a different number for each city or center, of course). Since average persons never know how to locate a Government agency, this widespread publicizing of the strategic telephone numbers makes the campaign infinitely more effective, as does the urgent request to "phone . . . immediately."

Considerable remodeling and renovating activity is expected before the usual "paint-up, clean-up" season of the Spring of 1943.

INDUSTRY TO SERVE OUR ARMED FORCES

THAT OTHER MIRACLE OF FACTORY CONVERSION

Evidence piles up daily of the miracle wrought by American Industry in the physical conversion of the nation's factories to all-out war effort—achievement so far above the wildest estimates of Hitler's spies and production experts as to leave him and his henchmen trembling . . . their "dream" crumbling.

This miracle of change-over—the astronomical increases in volume—the steady breaking of new speed records almost as soon as they are made—has not been entirely a physical transformation. Behind it all—pacing the gigantic progress in design, in the uncanny stretching of materials, in improving machine performance, in discovering new and better methods of production and transportation . . . in adding so greatly to the effectiveness of manpower . . . is amazing progress in converting the industrial brain power of the nation . . . the *idea factories*.

In the conversion of idea factories business papers

occupy a primary position—akin to blueprints in the physical conversion. Business paper editors went beyond the challenge in fulfilling their responsibilities to help industry win the unrelenting battle of production. . . .

And business paper advertisers have matched the editors' enterprise in stepping up the idea factories to top-speed, three-shift, wartime effort. They realize no less than the editors that *without idea conversion there can be no physical conversion* . . . and they appraise the job business papers are doing in terms of contracts totaling millions of dollars.

Members of the National Industrial Advertisers Association, for example, were asked to give their individual opinion of the degree to which the majority of business papers have converted editorially to the special problems created by the war. Here is how they voted:

41% said "They are doing a splendid job."

51% said "They are doing a good job."

6% said "They are doing a fair job."

1% said "They are doing a poor job."

Sound, pointed editorial quickens reader interest . . . in both text *and* advertising.

TO SPEED THE WAR EFFORT

MOD INDUSTRIES,
New York

HOTEL MANAGEMENT,
New York

DIA RUBBER WORLD,
New York

IRON AGE, New York

MACHINERY, New York

MARINE ENGINEERING
AND SHIPPING
REVIEW, New York

POWER, New York

PRACTICAL BUILDER,
Chicago

PURCHASING, New York
SALES MANAGEMENT,
New York

HERE'S WHAT

You AS A MAN CAN DO!

It will take you... millions of them to fight this war. Not all men, however, will be privileged to carry a gun... By a plane, or engage the enemy in combat. There will be millions of men who must carry on the fight behind the lines and, in fact, for every man on the battlefield there are eighteen men working and fighting on the homefront.

If it be your lot to remain behind, don't feel that your part in the fight is less important for there is much to be done at home.

- 1 It's not just on the homefront to deliver the goods to our fighting men... and **ED. THOSE, WHITE ENOUGH... AND ONE THING!** To do this, we've got to keep up the spirit and energy of our workers at home. It's our job to **KEEP UP MORALE!**
- 2 As Dr. Pepper salesman... we have a public appearance to contribute to the fight by making Morale Men, and encouraging everyone to contribute to the fight by making Morale Men... morale... to Americans everywhere.
- 3 We can help win the battle on the homefront if all members of the Dr. Pepper family will continue to deliver messages of morale... a story that will help keep **CHINS UP** among 718,000 soldiers who, in turn, will take the same message on to 71,800,000 Americans.
- 4 Continue to distribute pamphlets which are now spreading a clean-up message at the rate of 100,000 weekly.
- 5 Continue to conserve time, fuel, tires and everything needed in the war effort.
- 6 Continue to buy all the War Bonds and Stamps that you possibly can... or have 10% of each day's pay.
- 7 Continue to collect all the scrap metal possible... turn in blood... and in blood metal and other precious items.

Spread our war cry... **CHINS UP, FOLKS** we've a war to win!

LET'S GO America!

Not just ballyhoo, but a specific program for everyone—salesman, bottler, civilian.

Dr. Pepper Marshals Field Men In Home-Front Morale Campaign

Realizing that their business is non-essential, this soft drink firm organized a Morale Minute Man drive which is giving salesmen and dealers the confidence and dignity which come with the knowledge that they are contributing directly to the war effort.

Based on an interview by J. Richard Brown with

W. V. BALLEW

Vice-President, Dr. Pepper Co.
Dallas, Texas

ON the walls of a large Dallas corporation building, these questions are framed and hung where everyone can see them:

"Is it the right thing to do?"

"If so, what is the best way to do it?"

In these questions is idealism and hard common sense and, taken together, they make up a potent and workable motto. Idealism comes first.

In slightly different form, the Dr. Pepper Co., soft drink manufacturers, also of Dallas, must have asked themselves these questions when they launched their Morale Minute Man

Program in late 1942 and their new Watch Program of 1943. "What is the right thing for the Dr. Pepper Co. to do about the war?" This question found its answer in two words: "build morale." This was the logical answer because the Dr. Pepper Co. was engaged in work which threw it in contact with millions of every-day citizens who were affected by the war.

The program was planned and directed by W. V. Ballew, vice-president, The Dr. Pepper Co., and Ed Davidson, sales promotion manager.

The key thought to back up the Dr. Pepper plan to build morale would necessarily have to be in the title, so

"Morale Minute Man" was chosen. This title not only expressed the fundamental idea, but it was identified closely with the figure of the Minute Man of 1776 which is used so extensively in the sale of War Bonds. Why try to be clever or original when you could join up with a trooper like that—a trooper on the march? the Dr. Pepper management asked. The title, too, was alliterative without being corny; more than that, it tied in very closely with the clock slogan of the Dr. Pepper Co.: "Drink a bite to eat at 10, 2 and 4."

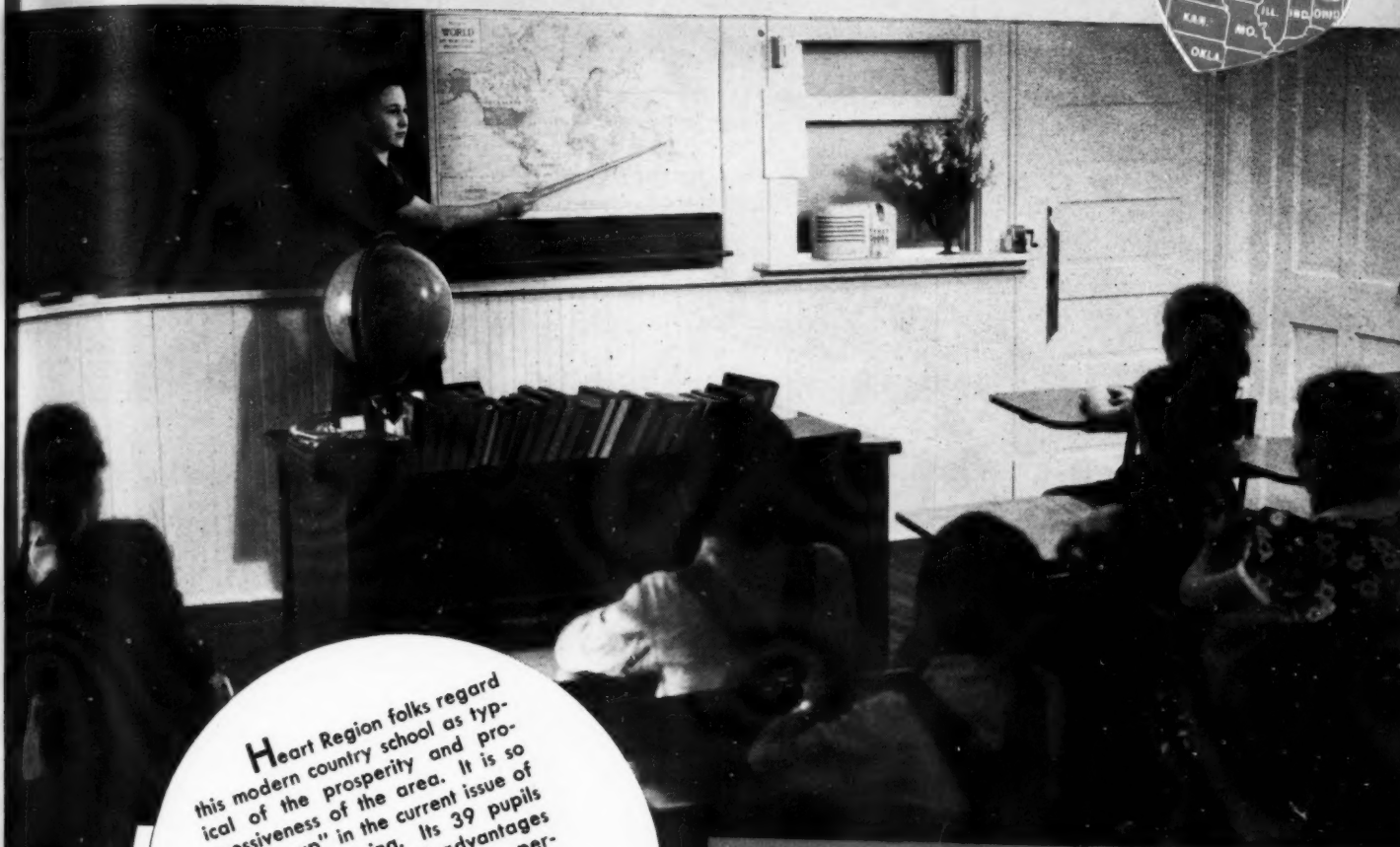
Beyond that, there was little attempt, or desire, to tie the campaign in with the company's advertising or product. This was to be the Dr. Pepper company's part in the war effort.

The first mailing went out on September 2 to the company's 400 bottlers. It included a letter explaining the plan to line up company, bottlers, route salesmen, dealers, and consumers in a "Chins Up" program which would help morale on the home front. It contained a pledge card for the bottler, to be signed by him, and then posted in his plant where the route salesmen and employees could all sign it. This card, a company affair, pledged Dr. Pepper workers to an all-out war effort by conserving equipment and tires, buying of war bonds, and building confidence by radiating confidence. Sixty-second successful selling sentences were to be used on

SALES MANAGEMENT

Young America Is a Prepared America

-IN THE HEART



Heart Region folks regard this modern country school as typical of the prosperity and progressiveness of the area. It is so "written up" in the current issue of *Successful Farming*. Its 39 pupils enjoy all the physical advantages of a fine private school, plus personalized training which teaches them the business of living. They are taught the whys and wherefores of worthwhile things. They are educated, polished and prepared to take their places in the life of tomorrow.



YES, you'll find farm youngsters of the Upper Mississippi Valley prepared—prepared for the possible eventualities of today's war—but, better yet, prepared for the prosperous Heart Region life of tomorrow.

And, not only are they being prepared for this life by modern country schools like this one in Buchanan County, Missouri, but they are being prepared by their favorite farm magazine—*Successful Farming*.

Readers of *Successful Farming*—man, woman and child—have come to look upon it as *more than a magazine*. It is to them a counselor, a trusted friend in whom they have a staunch and deep-rooted confidence. For more than 40 years it has been their authoritative guide in farm business practice, farm living and farm buying.

Question these readers and they'll tell you that its pages exert a definite influence not only on their farming and living habits, but on buying habits as well. This because of the intimate and personal knowledge its editors have of Heart Region farming and home life problems. *Successful Farming* readers *emphatically prefer* it to any other farm magazine.

With most of its 1,200,000 real farm circulation concentrated in the Heart—the world's richest agricultural Region—*Successful Farming* gives advertisers dominating coverage. More than a score of the nation's leading advertisers use it as their *exclusive* farm medium. They've learned *Successful Farming* is the *basic* farm magazine for any schedule. The Meredith Publishing Company, Des Moines, Iowa.

The Best Farm Families
in the Best Farm Region
are your Best Customers.
7 out of 10 Prefer

SUCCESSFUL

FARMING

The Magazine of Farm Business and Farm Homes



each dealer call, to help win the war by "Keeping Chins Up."

A third enclosure was an eight-page booklet, 5 1/2" x 8 1/2", explaining the plan more fully, quoting the President of the United States on the importance of morale, quoting Mr. Ballew on what the bottler could do, outlining plans for fifteen-minute meetings, and containing five of the sixty-second morale talks which the route salesmen were to give to dealers.

The fourth enclosure of the first mailing was a pamphlet for distribution among dealers who, in turn, gave it to consumers. This was a four-page

leaflet, 5 1/2" x 8 1/2", with a photograph of a smiling Dr. Pepper salesman on the front cover. The two inside pages told of the importance of morale and what the 750,000 Dr. Pepper dealers would do to further the cheerful and confident spirit in America. The cooperation of the Dr. Pepper Co. with the various demands of war agencies also was told. This was important because it helped to explain why Dr. Pepper's were not always available. On the back cover was shown the Dr. Pepper pledge with a line drawing of a Dr. Pepper salesman rolling up his sleeves, ready for work.



The WATCH campaign provided a natural tie-up to the Dr. Pepper slogan: "Drink a bite to eat at 10, 2 and 4."

The
**BOOMING
BILLION DOLLAR
'5 and 10' MARKET..**



IS NO LONGER A MATTER OF NICKELS and DIMES!

DON'T be fooled by that often-heard expression, "Let's go into the dime store."

Millions of men, women and children say it every day but mean "Let's go into the 5c to \$1.00 and up store."

While the original nickel and dime appeal is still foremost in their minds, they know that today they can find a variety of big-value merchandise at prices ranging up to \$1.00 and more. Not only do they know that they can find wearing apparel, dress accessories, household products, hosiery, dinnerware, etc., at

39c, 79c, \$1.19 and up—but they are buying it in increasing quantities!

Which leads us to suggest that if you have a new or old product that sells (or could be produced to sell) from 5c to \$1.00 and up, you should show samples to the executive office buyers of these so-called "5 & 10" syndicate (chain) stores.

If you are interested in knowing how to go about it—or who these buyers are, and where to see them, write to the Service Department of **THE SYNDICATE STORE MERCHANDISER**, the trade paper for this billion dollar market.

P.S. Here's a tip for you—these thousands of "5 & 10" stores are aptly tagged the "Department Store of The Masses." After the war they will be an even greater factor as a major retail market. Think of them when doing your post-war planning.



For market facts write:

SYNDICATE STORE MERCHANDISER
79 Madison Avenue, New York, N. Y.

CCA CHICAGO • LOS ANGELES • ATLANTA **WBD**

The 'IDEA BOOK'
THAT HAS PROSPERED BY SERVICE!

"Let's Go America, Minutes Count" in large red script letters gave additional meaning to the slogan, pledge and picture. All four of these enclosures were in red and blue with white stars, and all of them had a drawing or an illustration of a clock face.

This launched the program. "The Minute Man Messenger," a mimeographed three-page letter signed by Ed Davidson, immediately followed. It contained complete instructions for holding fifteen-minute meetings at bottlers' plants. *News and Views*, the company's regular monthly sales house organ, reported progress of the plan and added further to its momentum. Arm bands, given to route salesmen, created interest and comment. Stickers, about twice the size of postage stamps, also were furnished for use on letters, shipments, statements, etc. Meanwhile, company song books for use at meetings were available to bottlers, and the entire program was put on records for performance during meetings.

The company has a Bob Crane song book for use at conventions, meetings, picnics, etc., and several new numbers quickly were added. "The Dr. Pepper Victory Song," played to the tune of "The Marines Hymn," has a verse which goes like this:

There's a job for every loyal son
As we answer to the call
It's to keep our country's morale up
While we make the Axis fall
Let's remind our fellow countrymen
We'll have victory in the end
And be proud to bear the title of
Morale Minute Men

"Chins Up" to the tune of "Oh Suzanna" has this chorus:

Doc-tor Pepper
All out for victory
Is helping dear Old Uncle Sam
To keep our country free

"This is a war all around the globe," said Mr. Ballew, "and no man or group of men can win it without the help of the American people. That

SALES MANAGEMENT

is why we believe that we have made some contribution to the war—because our 400 bottlers have 2,000 route salesmen calling on 750,000 dealers. These dealers serve 75,000,000 American citizens throughout the Dr. Pepper empire. It's what the Army calls line organization."

Such a program, built on sound fundamentals and pushed by an experienced organization, was certain to succeed. Bottlers, route salesmen and dealers—all began writing in to tell how they were applying the Morale Minute Man idea in their communities. This spontaneous and local application of the idea was just what the doctor ordered.

It started Dr. Pepper's own organization really doing things instead of idling. Instead of talking to a dealer about rationing, the salesmen began to talk about winning the war. Instead of delivering the rationed cases and calling it a day, salesmen and dealers got busy and bolstered people up. And where in America is the spirit of democracy more practiced than around a soft drink stand, whether it's in the lobby of a skyscraper or on stands at the entrance of the combination blacksmith-shop and garage in some town?

A high morale calls for action. What to do? Dr. Pepper started 1943 with the natural extension of the build-morale idea. This time bottlers, route salesmen, dealers, consumers—all were urged to get squarely into the fight, to be a Worker At The Civilian Homefront, to become a W-A-T-C-H.

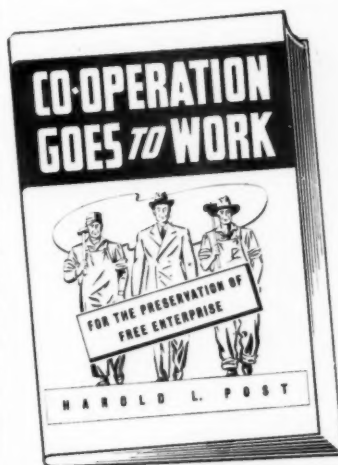
Out went a new patriotically designed booklet, telling what men could do, what women could do, what chil-

dren could do, to help win the war. The clock face, with the 10, 2 and 4, is still usable in the new campaign, pointing out that MINUTES COUNT. So was the Morale Minute Man Pledge and the Smash the Axis theme. And, as the Morale Minute Man had been directed largely to men, the new program called for enlistment of every man, woman and child in his particular sphere of work. "Be a Watch" has been put on lapel buttons, arm bands, etc., and full information is to be made available through distribution of millions of pamphlets showing

what you can do as a WATCH Worker At The Civilian Homefront. The "Become a Watch" will be included in the company's newspaper advertising for 1943.

This, then, is how one southwestern company, in one sense a non-essential industry, is meeting a wartime situation. By holding firmly to fundamentals, by using imagination, by showing enthusiasm, its own organization and its own personnel have been made stronger, its dealers have been enlisted in a common cause, and prosecution of the war has been helped materially.

Are YOU Ready—To Sell The Idea Of FREE ENTERPRISE?



With the outlining of post-war plans by Business Leaders — Sales and Advertising Men will face a double-barreled job. 1) . . . To SELL the IDEA of Co-operation to Business to speed the sale of goods created by a high-powered production program. 2) . . . To SELL the IDEA of Co-operation to the Public and thus unshackle Free Enterprise.

A PRACTICAL BOOK . . .

Based on the Author's actual experiences in 48 States and Canada.

HAROLD POST is a business man. Working with the late F. S. Cunningham, president of Butler Brothers, and later in Canada, he pioneered high-speed, co-operative sales methods via the Independent Co-operative Chains. From tested, front-line experience, he short-cuts unworkable theory—separates—simplifies—rebuilds—and brings into understandable and workable pattern this vague, elusive thing called "morale", "teamwork", "co-operation". . . . In a convincing review of incidents and through graphic illustrations he builds a case history of the birth and development of a new idea-selling technique. . . . Mr. Post presents to Business a MIDDLE-GROUND OF CO-OPERATION between theoretical forced co-operation and regimentation on the one hand and uncontrolled individualism on the other. . . . But most important, his book tells when and how men in sales and advertising can strengthen free enterprise for business by organizing the true story of our American business system and communicating it to the un-informed, or worse, the mis-informed public.

THIS HELPFUL 210 PAGE BOOK—VISIONED for QUICK and EASY READING—TELLS

WHY an uninformed Public accepts the appeals of the anti-business demagogue. . . . Why Business was mute while being whipped by the politician. . . . Why each economic group isolates itself in shrill cry for self interest. . . . Why high pressure "Super-salesmanship" cannot win the public co-operation Business needs and now seeks. . . . Why we find defeatism in Business. . . . Why there is no appeal in Business' talk about "method." . . . Why the individual refuses to co-operate until he has clear understanding of his economic security. . . . Why OBSTACLE-IDEAS in Business and Public minds block the MIDDLE-ROAD to agreement.

HOW a routine called "DIRECT PERSUASION" removes those idea-obstacles and opens the middle-road to understanding. . . . How it finds—organizes—and communicates vital information. . . . How it translates proposed "methods" into strong human appeals . . . and because it follows the natural pattern of how the individual thinks—establishes co-operation. . . . Post gives detailed suggestions how Business can win co-operation of people in Business, Labor, the Public and Government with "direct persuasion."

ACCEPT THIS BOOK ON A 5 DAY INSPECTION OFFER

\$2.50

Postpaid

\$2.35 each for
order of five.

\$2.25 each for
order of ten.

C. C. NELSON PUBLISHING CO. . . . APPLETON, WISCONSIN
Send _____ copies of "CO-OPERATION GOES TO WORK" on your
money-back five day inspection offer.

Name _____

Street _____

City and State _____

☐ Check or Money Order Enclosed

☐ Send C.O.D.



FEBRUARY 15, 1943

[65]



The new wartime Coolerator contains only 4 pounds and 12 ounces of metal, giving lower temperature with less melting. The shelves are fabricated of hard wood, the knobs are plastic and even the handles are of non-metal material.

Coolerator Metal-less (Almost) Ice Box Beats Materials Shortage

The electric refrigerator industry's poison turned out to be meat for this Minnesota manufacturer of ice units. Sold a year ago solely through ice manufacturers, the Coolerator now has distribution in 7,000 stores in all 48 states and Alaska.

Based on an interview with

J. H. GANZER

*Vice-President and General Sales
Manager, The Coolerator Co.,
Duluth, Minn.*

ONCE again that thing which used to be called American ingenuity has risen to whip a problem. One of the first things ordered stopped after the war got under way, if you remember correctly, was the manufacture of mechanical refrigerators. Ice refrigerators got the governmental hot foot at about the same time because in recent years they'd gone to metals and it took 160 pounds of steel and other metals

to make the average family unit.

What to do about it?

The Coolerator Co., Duluth, Minn., about Sept. 1, 1941, began making plans for a non-metal box. The idea was to eliminate steel, and anything else which was uppermost under priorities. By March Federal permission to go ahead was given.

The first new type refrigerator had some 20 pounds of metal in it, which was considered, at the moment, an

achievement. Laboratory work was continued, and the newest result is a unit which contains only 4 pounds and 12 ounces of metal! Between March 1942, and the New Year, the company had produced and sold nearly 100,000 refrigerators. That's more than it had sold in any single year since 1937. Masonite has been substituted largely for the metal used.

"It is the best performing ice refrigerator in our history," J. H. Ganzer, vice-president and general sales manager, told a writer for SM. "Steel is a better conductor of heat than Masonite and tests show that this new refrigerator, born of necessity, brings a lower temperature with less ice meltage. The advantage is an important one during wartime.

Distribution Is Increased

"How the refrigerator stands up through the years, of course, will have to be proved with time. We have an acceleration test room at the plant where models are being given the works, with destructive conditions speeded up. In this room we have two models, one of steel and the other of Masonite, and after thirteen gruelling weeks of high temperature and high humidity, the new unit was in much better shape."

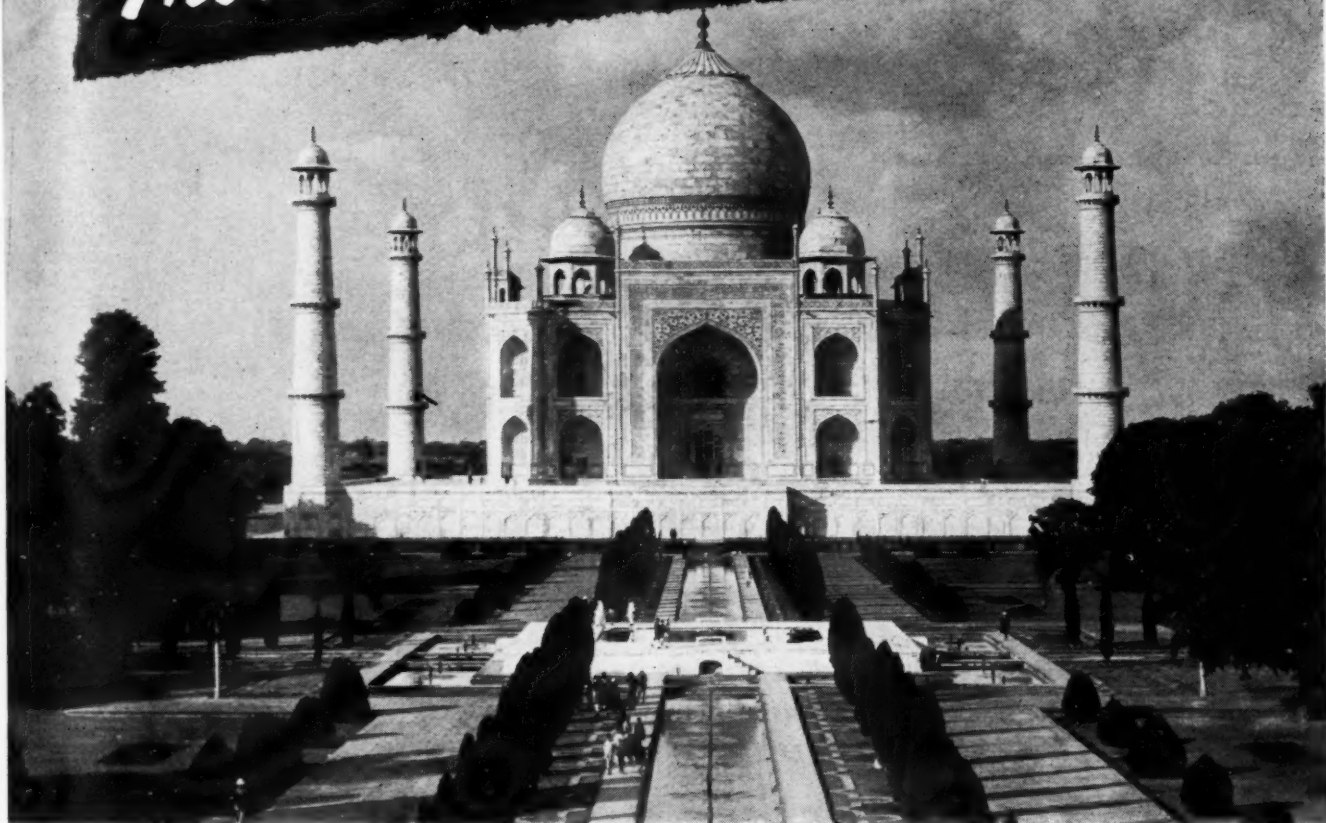
The wartime unit has shelves fabricated of hard wood, turned rods about the size of a lead pencil firmly fastened in a frame; plastic knobs and a laminated Masonite handle. Masonite, Mr. Ganzer explained, is in itself a semi-plastic, in that the wood of which it is made runs 20% lignin which is a plastic material found in almost all types of wood.

Up to last spring the Coolerator refrigerator always had been sold through ice manufacturers who took over the sale of ice refrigerators only because they wanted to sell ice. Being first of all ice producers and ice merchandisers, the sale of refrigerators was secondary and, as a rule, none too good a sales job could be credited to them. A few did an excellent job in recent years.

Next, with tire rationing, the draft, and the manpower shortage, what fire they did have in selling died down. Coolerator had that problem to solve. But, in looking over the field, it made a discovery. Trained mechanical refrigerator men everywhere were losing their jobs because they had no more refrigerators to sell. Trained organizations, experienced in selling refrigerators, were falling apart.

"Coolerator, with a unit not stopped by priorities, stepped into the picture. It saw the chance to save jobs and make sales for itself. It went to the

There's not another like it...

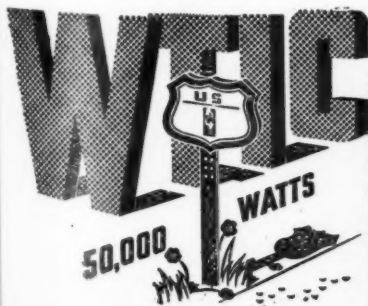


The Taj Mahal, built by Shah Jahan at Agra, India as a tomb for his wife, required 18 years to complete. It is recognized as the most perfect example of the Mogul style of architecture, and is considered by many to be the most beautiful building in the world.

Radio advertisers have, for many years, recognized WTIC as the foremost medium for delivering sales in the Southern New England market. The extremely high per family income and radio ownership in this wealthy area plus WTIC's power, prestige and listener acceptance produce a sales combination difficult to equal.

Include WTIC in your next radio appropriation, and learn for yourself why we continue to insist

"There's Not Another Like It!"



DIRECT ROUTE TO AMERICA'S NO. 1 MARKET

The Travelers Broadcasting Service Corporation
Member of NBC and New England Regional Network
Represented by WEED & COMPANY, New York, Boston,
Chicago, Detroit, San Francisco and Hollywood

FEBRUARY 15, 1943

[67]

MUSKEGON

is Busier than Ever Before in Its History!



Muskegon is one of the busiest cities in America's Largest Wartime Market . . . *Michigan!* More families . . . more money . . . more sales opportunities than ever before in its history! Employment in 50 major industries during last two months has increased *another* 13% compared to the 5-year monthly average.

Whether its dehydrated soups or bread spreads, you'll find a stand-out market in Muskegon . . . covered *practically to every home* by the Mus-

kegon Chronicle—a Booth *Michigan* Newspaper.

Everybody in Muskegon reads the Chronicle. It's on the table, ready and handy, whenever the reader wants it, regardless of constantly changing working hours.

For more information on the Muskegon Market . . . and the Chronicle . . . call I. A. Klein, 50 E. 42nd Street, New York, or J. E. Lutz, 435 N. Michigan Avenue, Chicago.

MUSKEGON CHRONICLE

Coming!

The 14th Edition
of
**SALES MANAGEMENT'S
ANNUAL SURVEY**
of
BUYING POWER

April 10

●

mechanical refrigerator people with its story. They saw the point. Now Coolerator has distribution in all 48 states and Alaska; yes, they sell ice refrigerators there, too; also in Cuba, South Africa and other "reachable" countries.

More than 7,000 stores that never sold them before are handling Coolerators with trained salesmen and some 600 distributor salesmen are out and at it.

"Business this year should be limited only by our ability to produce," said Mr. Ganzer. "We feel that we are doing an important wartime job because foods are extremely valuable and must be kept free from loss. Mechanical refrigeration, under wartime conditions, can break down. And foods are more important than ever."

One Model Speeds Output

He produced from his files a clipping from the *Detroit Free Press*. It told a gloomy story: how in Detroit trouble calls were coming in, asking for service men to repair mechanical refrigerators at the rate of 326 a day. Eighty-two and a half per cent of the contractors had a shortage of repair men, 70% of them having lost 99 men who had been called into service. Also, in many instances, repair parts were not available; and the matter was made worse because the men still left were compelled to work first on units rated essential to the war service.

Formerly Coolerator produced 25 models of refrigerators, many of them varying in size. Today, due to the exigencies of war, it is concentrating on a single model. This speeds up output and reduces costs. The model now in production is rated at five cubic feet and has an ice capacity of 75 pounds. The practice is to service it with 50-pound blocks. The use of never less than 50 pounds reduces the mileage of the ice companies by at least 25%.

"We have long used Masonite to some extent," said Mr. Ganzer, "but we never had been able to bend it. We were told that it couldn't be done. Because it couldn't be done, we went ahead and did it. Our process of bending enables us to give the front of the box a curved effect. The finish is a synthetic enamel, baked on. The job weighs about 10% less than the old metal unit.

"No price as yet has been fixed on our newest model by OPA, but we expect it to be put at about \$74.50. That compares with \$92 for the same size in steel.

"What's more, because our unit is made of materials not coming under high priorities, almost 100%, priority

SALES MANAGEMENT

is not necessary to purchase one. In addition to that, our salesmen are traveling fewer miles now than they did in the days when they were selling fewer units."

Mr. Ganzer contemplatively told of a brightening incident. The company at one time had a salesman who pounded off up around 70,000 miles a year with his car. Today he doesn't take his car out of his home town at all. When he travels he takes trains, often standing in the aisles between stops.

"But he's selling more units than he ever did before," Mr. Ganzer added. "It may be the old story that you can't sell while you're on the road. Again, it may be that it pays to hold more meetings, pull dealers together, especially in the smaller cities, and pump the sales story into them. We may be learning something about selling."

Selling Stresses Performance

Mr. Ganzer issues three bulletins each week: one to factory salesmen, one to distributors, and one to retail salesmen. Each bulletin is a mimeographed job, written in the language of salesmen, carrying to some degree tales of everyday incidents in the sales field and considerable "how and why." He tries to get notes with a sales point in them. One of his typical messages says:

"There's been altogether too much selling on *scarcity*. Tell 'em they can get our refrigerator. Tell the story. Sell the *job it will do*."

To tell the Coolerator story to the public, advertisements running from a column to a full page are used in various national media and in newspapers. The current schedule includes *Saturday Evening Post*, *Collier's*, *Ladies Home Journal*, *Country Gentleman*, *This Week*, and *American Weekly*. Rotogravure is employed in newspapers in 30 major markets. Trade papers include *Ice & Refrigeration* and *Refrigeration*. Total circulation will run 45,000,000 in March.

A slide film also is used by factory salesmen and distributors to give needed education to dealers. It is on standard 35-mm film and can be used with any standard Illustravox or Visomatic projector. The running time is 18 minutes. It is titled, "Today's Refrigerator Answer."

"The sales job today, with us, is easy," said Mr. Ganzer. "But, right now, while it is no problem, we want to train men for after-the-war years when the going will be tougher."

In addition to Coolerator, the company is devoting about 25% of its capacity to products which are needed for the armed forces.



and what it means to your WARTIME ADVERTISING

The Christian Science Monitor's exclusive coverage of the news is illustrated by the page above. Each item checked (✓) is a dispatch or article from one of the Monitor's own world-wide staff of 850 writers and correspondents.

This type of independent reporting and analysis attracts readers who look beneath the surface of the news for underlying facts . . . readers whose friendly interest is a great asset to the success of your wartime advertising.

The Monitor is a major publication in the public relations field for many important advertisers, and in the consumer goods field for thousands of national and local business concerns. What job can it do for you?

THE CHRISTIAN SCIENCE MONITOR

Published by The Christian Science Publishing Society, One, Norway St., Boston, Mass.

NEW YORK: 500 Fifth Avenue

OTHER BRANCH OFFICES: Chicago, Detroit, Miami, St. Louis, Kansas City, San Francisco, Los Angeles, Seattle . . . London, Paris, Geneva, Sydney

A DAILY NEWSPAPER FOR ALL THE FAMILY

(Right) Zenith maintenance caravans pitch into the fighting on the North African front, against backdrops typical of desert battles—sand hills, palm trees, and curious natives.

(Below) "Somewhere in . . . *verboden* territory" a Zenith Clipper intercepts messages from the enemy, as these three operators conduct a secret listening post for the Allies.



Zenith Helps Its Distributors Survive the Global Hurricane

Zenith Radio went into the war with 73 distributors. Today 72 of them are functioning, most of them in good health. It was done through a resourceful factory-sponsored program which involved an intensive hunt for new things to sell, development of service, and sometimes a tie-up with local war industry.

Based on an interview with

ORRIN E. WOLF

Marketing Manager, Zenith Radio Corp., Chicago, Ill.

ALMOST immediately after war was declared, it became evident that radio was behind the eight ball. It was apparent in a short time that radio manufacturing for the public would be out for the duration—and it was. Manufacturing, if you recall, was stopped as of April 22. Before this happened—

immediately after January 1, 1942—Zenith Radio had begun to formulate a plan. How well the plan has succeeded so far, is the story told here.

Zenith went into the war with 73 distributors. How were they to continue to exist? The Zenith management reasoned that any business to exist must have primarily two assets:

money, and men. Both are necessary.

No one considers that the war will go on forever. Some day it must end. What then? How could reorganization be accomplished? Would the distributors, the dealers and their men be lost to the organization? How could their manpower be returned to action for Zenith after the war, if they were allowed to dissemble? Action of some kind seemed vital.

Distributors Are Classified

The Zenith distributor and dealer organization represented a huge investment, both in years and dollars, and all this might very easily be lost. Might it not be less costly to hold it together, somehow, than to let it vanish? The problem was tossed into the lap of O. E. Wolf, marketing manager, for solution. One of his first steps was to make a study of all distributors and to classify them under three headings!

1. *Critical*—distributors who had concentrated practically 100% on Zenith radios, and had no other, or unimportant, side lines to fall back on.

2. *Need help*—those in somewhat better condition, who had some supporting lines, or substantial money backing which might, with their hope and enthusiasm for the product, at least carry them partly through the crisis.

3. *Okay*—those carrying on a widely diversified business in sufficient volume to guarantee their existence during the period when no radios would be available.

After the survey had been completed, with the aid of company salesmen in the field, 14 distributors were listed as critical, 17 as needing help, and 42 as completely sound. Steps were taken to aid as many as possible, with the result that, starting with the year 1942, Zenith found that 72 out of the 73 distributors were still functioning, the majority of them in good health. It looked like a complete job of salvage under conditions which were none too promising in the beginning.

A reporter for SM asked Mr. Wolf how the job was done.

"Primarily, by applying some sound common sense," Mr. Wolf replied.

SALES MANAGEMENT

Top Figures

The circulation of The American Magazine reached an all-time high with the December, 1942 issue which climaxed an over-all two year gain with an estimated total net paid of...

2,710,000

This December issue also represents a tremendous gain in single copy sales which reached a new high of more than

850,000

The big job this magazine has done during the past two years—reporting the other big jobs being done in this country—makes this magazine interest more of “the people who give a damn” every month. Makes The American Magazine stand out as a major medium for today’s advertising needs!



The Crowell-Collier Publishing Company, 250 Park Avenue, New York City

FEBRUARY 15, 1943

[71]

"Our first show of strength was in the fact that we were not demoralized and did not dump everybody and everything in sight to conserve *our* money. We began to plan how to keep the distributors going, to keep the dealers going, and to keep our forces and theirs intact. If our men and their men were to get away from us we planned to keep track of them, and to bring them back into the organization *after the war*.

"We got busy, very busy, shaking the bushes and combing the fields for substitute items they might sell. We knew that these items must be made

of non-critical materials. In this we faced a problem. We wrote to some 1,400 manufacturers and firms which we thought might have such items. The response was vigorous. We didn't recommend anything; just stirred up the animals. Our objective was to get our people to think; to give them hope, not despair. We didn't want them just to sit around, neither did we want to sit around.

"Some products which at first appeared to be plentiful, shortly followed radio on the 'unavailable' lists. These were items such as electrical appliances and gadgets, electric razors

and sun lamps, mechanical refrigerators, and sewing machines. Utilitarian and essential products were more fortunate. Ice refrigerators remained in the market, as did glassware and certain chinaware, and some types of stoves.

"We bulletined to our distributors all available items we could find, but left the decisions strictly to them. We kept most of our company salesmen out in the field. This proved our continued interest, indicated that we were alive, and meant continued good will. The response from the distributors generally was that they were finding their way out of the woods.

"Some of them, we learned, were going into manufacturing. A number of them began to get sub-contracts in war work. Using their ingenuity, many of them found a way to handle priority items. At any rate, they were not losing their money, and only a small percentage of them were losing their men to any marked degree.

Men Urged Into War Work


"We thought of what would happen some day when the war came to an end. We suggested to the distributors, and to the men, that as many men as possible ought to get into war work. We figured that if they did that, when the war was over, they probably would look to Zenith and Zenith distributors for jobs. That would mean that we'd get them back more quickly on the firing line. That, to put it simply, would be good for us.

"To this end we set up a placement bureau in Washington, to help fit men into war work. Radio is a young man's business. Naturally, many men who sold, serviced, or manufactured Zenith radios went into the armed forces. No matter where they go, into civilian war work, into the Army or Navy, or into other lines of endeavor, we keep their names and addresses as far as possible, and that's pretty far, on our lists which are carefully put away in a card index.

"In other words, we consider that all men who have dropped out of our organization because of the war are merely on a *leave of absence*. If we can pull them back, we will have trained men ready to work, and this means every man who has had anything to do with Zenith. We think of it as maintaining the family tie.

"Analyzing what we have done and are still doing, it can readily be seen that there are two things to consider: First, weathering the storm; second, maintaining contacts for reorganization after the storm is over.

"Several million Zeniths are in op-



**AIR EXPRESS TONNAGE
GAINS 93.6%**

"The impetus given by the war to AIR EXPRESS operations... is indicated in figures for the first ten months of 1942 showing a rise of 93.6 per cent in pounds carried... Despite release of about half of commercial air-line equipment to the Army early in the year, nevertheless, by rearrangement of schedules, increasing plane hours a day, and stepping up plane maintenance and servicing, air lines are equaling and even surpassing pre-war performance."

Excerpt from New York Herald Tribune, January 11, 1942

Although you do not need a priority to ship by AIR EXPRESS, if you have war production shipments requiring priorities, they will be granted. Phone Railway Express Agency, AIR EXPRESS DIVISION, or any air line.

NOW IN ITS
16th YEAR **AIR EXPRESS**
Division of RAILWAY EXPRESS

eration and these, growing older, need servicing. There has been a growing shortage of parts and tubes. Many dealers have lost a part or all of their service men to the armed forces. We have set up, in strategic locations, authorized repair stations. These have authorized signs, and are manned by trained repair men with service kits. The program, of course, is effective only insofar as we are permitted to supply parts and tubes, but, through organized direction, it is quite effective.

"For example, to show how it works, we'll suppose that a dealer in Gopher Gap finds that his repair man is in the armed forces. You have trouble with your radio and go to him. The dealer may be helpless, but our set-up tells him where he can send your radio to get it in working condition again.

Sidelines Save Sales

"In helping the distributor set up side lines, we found that we could not give blanket advice. One distributor, for example, took on a line of coal stoves and did a bang-up business. He happened to be in a locality where coal was available and cheap. Another distributor, in another part of the country, thought it a good idea, but just couldn't sell any.

"That was an outstanding example of a success and a failure. The main thing is that in certain items, such as glassware, many found saleable items that persisted in reasonable volume. The plan, for many of them, saved the day."

At first Zenith required a report from its field men on each distributor organization. Checks were made to catalog what other items, in addition to Zenith radios, were carried. One company was found to have about 70,000 items. There was no further worry so far as that organization was concerned. Another sold only two volume items, a leading refrigerator and Zenith.

We shall mention no names, but without identification we shall quote the report on the latter company, to give an idea of how the "rescue" was accomplished. The field man wrote:

"The principal business of this organization had been refrigerators and it has derived a large share of its total income from this source. With the deep cut in refrigerator production, the income of this company will be cut tremendously because it has no other important supporting lines other than Zenith.

"In a sense this company is over-organized with high-powered and

high-priced help, and it either will have to secure additional important lines to sell or else make drastic cuts in its overhead."

The above company has survived about as neatly as any you could name. It was in a city top-heavy with wartime manufacture. A tie-up was made with over-burdened manufacturers for the war effort and its "high-priced" staff became suppliers and trouble-shooters for the war effort. Men who had sold in the past scoured producing centers for raw materials and finished products which would fit into the picture.

They now produce entirely for the war effort, are working like beavers, and are getting results in a field which, only a few months ago, was entirely foreign to them. It was done through re-adaptation.

"And that," said Mr. Wolf, "is a perfect example of what we are trying to achieve. One hundred per cent cooperation in the war effort; men in jobs which will end with the end of the war; a staff of men who, when released from war work, can step back into their old jobs—selling Zeniths."

Because so many Zenith men had scattered to the four winds—men on

WHAT EVERY RADIO ADVERTISER SHOULD KNOW!

station popularity*



* Programs build audience, and WMC's program structure has made it the most popular radio station in the Mid-South. According to the most recent Hooper ratings, 11 out of the first 15 programs are heard over WMC. Also, the latest Hooper surveys in Memphis show WMC with better than 40% of the total listening audience of all 4 Memphis radio stations.

That, Mr. Advertiser, is a very popular station.

WMC
MEMPHIS, TENN.



THE "BUY-WAY" HIGHWAY OF THE MID-SOUTH

Member of
South Central Quality
Network
WMC-Memphis
WJDX-Jackson, Miss.
KWKH-KTBS-Shreveport
WSMB-New Orleans
KABE-Little Rock

5,000 WATTS DAY AND NIGHT
REPRESENTED NATIONALLY BY
THE BRANHAM COMPANY
OWNED AND OPERATED BY
THE COMMERCIAL APPEAL

ships on the seven seas, in armed forces on the thirty or more battle fronts, in the deserts, others on jobs in Washington or in munitions plants—Zenith management decided last summer to publish a tabloid newspaper. The idea was to distribute the newspaper among distributors, dealers, and their men—men who had left them since the war began, and present employes of Zenith.

The name of the newspaper is *Zenith Radiorgan*, and Volume 1, Number 1, was dated September, 1942. It is filled with personal items, news and views, pictures—anything

that might help keep up morale, optimism, or interest. Short messages from top executives are inserted. Its purpose is to take the place of a long letter from home. The press run as of January was 26,000.

The news items tell what the folks back home are doing to help win the war. They please the men at the front and spur those who remain at home to do better work.

Commander E. F. McDonald, Jr., president of the Zenith Radio Corp., shows his personal interest in the paper by contributing regularly a column to it. Here is an excerpt from

one of his recent contributions:

"We are still building *what we know best* . . . radio. Now to win the war, we must make *radio* for tanks, *radio* for fighting planes, *radio* for bombers, *radio* for air service ground stations, *radio* for battleships, *radio* for enemy detection, *radio* for electrically-controlled devices, and *radio* for the use of military personnel rather than *radio* for floor sales. The last war was won by telephone—this war is *truly* being run by radio."

Much that Zenith is doing in radio work at this time cannot be told. Ten or more of its products now are classified as war secrets. Commenting on this, Commander McDonald writes:

"But, there is one thing I can tell you: Everything we have learned, everything we are learning, and everything we will learn in war work will be built into Zenith radios to come. Every ounce of energy, ingenuity, and inventiveness that has been put forth to produce war radio will be channeled into the making of a superb peacetime Zenith radio receiver, once the emergency has passed and once we resume civilian operation."

Ads to Tell Future of Radio

Then again:

"I now make the prediction that radio's future will be even more brilliant in the home, more important to our whole world economy, than it has been in the past. Radio will revolutionize and speed the great new form of modern transportation . . . aviation.

"Airplanes and radio are two of the four great industries that will lead this country back to business normalcy after the peace is won. The two others are chemistry and the automobile.

"I believe in the bright future of radio so strongly that I am asking our management to make it a part of a great Zenith advertising campaign to extend throughout the next year or so, so that every individual composing the great American public will be made fully conscious of this future.

"The great commercial family which has made the radio industry what it is today may indeed look forward to greater things than we have ever seen in radio."

Obviously, Zenith is doing far more than mere post-war planning. It is doing a practical job, including the continuation of its advertising during the war years, when it is 100% on war work and has nothing to sell the public.

WORCESTER, Massachusetts

City Zone Population 235,125



H.M. LAMBERT

AVERAGE Industrial Wage

\$43.47

WEEKLY

First 10 Months
in 1942

Year after year Worcester's average industrial wage has topped both state and national averages — attesting the solid buying power of this great industrial market.

Average Industrial Wage — 3-Year Averages

	1940	1941	1942 First 10 Months	1942 GAIN OVER '38
WORCESTER	\$30.54	\$36.75	\$43.47	79%
MASSACHUSETTS	23.48	28.27	35.13	64%
UNITED STATES	26.05	30.94	37.38	65%

Source: U. S. Dept. of Labor & Industries

The Worcester Market rates a MUST on every schedule. It is covered by The Telegram-Gazette ALONE. Population: City and Retail Zone 440,770. Telegram-Gazette circulation: daily over 141,000, Sunday over 79,000.

The TELEGRAM-GAZETTE
WORCESTER MASSACHUSETTS
 GEORGE F. BOOTH, Publisher
 PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES
 OWNERS of RADIO STATION WTAG



LARGEST

linage **GAIN** ... *in 1942*
of any newspaper in the United States

1,280,143 *lines*

... *In the best business year Philadelphia has had since the twenties, the best medium in Philadelphia did the best job for local advertisers ... And national advertisers can do no better than picking a medium for local performance ... and do no better anywhere this year—than in Philadelphia, in The Inquirer ... Investigate!*





As this is written, I haven't yet got to the bottom of the bale of Christmas cards. They were many and ingenious and, I was glad to note, optimistic.

Connellsville, Pa., got a card from a friend who recently went into war-work, saying: "Having a wonderful time—and a half!"

Speaking of cards, John Bierlein, of

Now we can read the handwriting



She earns \$59.28 a week She Shops in Norfolk She Listens to WTAR

(and there are thousands more like her in the Norfolk Market)

More than 1,038,720 people now live and work and *buy* in the Norfolk Metropolitan Market. Thousands of these folks are highly paid war production workers, many of whom are earning and *spending* more than they ever dreamed of before.

For nearly twenty years folks in Norfolk, Portsmouth and Newport News have been depending on Station WTAR for their news and entertainment. New-comers quickly learn that WTAR brings them *more* of the Nation's favorite programs *than all the other stations in this area combined*.

Foods, drugs, cosmetics, household products—in fact *anything* that folks need and want will "sell like hotcakes" when you tell your story on WTAR. Contact Edward Petry & Co. or write to us for complete information.

5,000 WATTS DAY AND NIGHT ★ NBC RED NETWORK



on the *ceilings*, as Les Colby, of SM's Chicago staff, points out. Which will run up the overhead, of course, Lester.

C. E. Porter writes to tell us what the toast said: "I haven't been so hot since I was bread." Hm! Heats by electricity.

Deko-Craft is short for "Decorative Craftsmanship" . . . a coated paper 2 1/3 heavier than wallpaper. It can be applied direct to ship-lap siding in southern or mountain homes at a retail price of about \$3 a room. How do I know? Bill Duncan, of Louisville's Peasley-Gaulbert Corp., sent me some literature on it.

During the seller's market caused by World War I, some advertisers (who should have known better) figuratively failed to mount guns fore and aft, neglected to prepare depth-charges, in order to protect their trade-marks, their brand names, and the goodwill they had built patiently . . . and expensively . . . over the years.

They were sunk without trace, I am told.

Will history repeat on the business front as it has on the seven seas? There is still time to prevent it. Plan to be strong at war's end, with customer goodwill unimpaired, with dealers loyal, with markets ready to receive your salesmen and your goods. Some form of advertising is indicated *right now*.

In my own limited and local experience, I find that a seller's market is often an insurer's market. A kind of nuts - to - you - and-do-you-want-to-make-anything-out-of-it attitude. Ah, but we'll remember these firms. Being short-handed is no excuse for being short-tempered.

Bob Graham says they can't even keep sex out of the weather news, quoting a headline from a tabloid: "Mercury Kisses Zero."

I never knew much about insulation, but, over at the Baldwin-Hill plant in Trenton, N. J., I held a slice of their black mineral wool in the palm of my hand, applied a lighted blow-torch to it. The rock-wool wasn't even hot and, more important, neither was my hand. I think I could sell such insulation by the carload with that blow-torch demonstration.

Advertising is versatile. It can ask the public NOT to buy as well as to buy. Witness: Bell Telephone asking us to keep the long-distance wires clear for war calls.

SALES MANAGEMENT

To make a very bad pun, Wickard waste is woeful want.

Waco Airplane Co., revises an old saying: "It's a survival of the fightin'-est."

Rationing of canned goods ought to be extended to include canned copy, the dull clichés that smell of the tin.

It came to me as a true story. A lad named Benson tried for the rank of ensign in the Navy. He passed, but they told him they were going to make him a lieutenant junior-grade. "Your marks weren't so hot," the C. O. said, "but we're not going to have people running around in this man's Navy chanting 'Ensign Benson, Ensign Benson'." Believe it or not.

Wanted: More Westbrook Peglers.

Nice, rhythmic headline by Lehigh Portland Cement: "Oasis in concrete ... for planes that can't make port."

And then there was the perfume—and its problems in a smeller's market.

It had nothing to do with the Marine Hymn, but the man in the shoe-commercial kept talking about Triple "E."

I could be wrong. I often am. But, when I see a man wearing pince-nez, I wonder if he is conceited.

"Famed corrective bras in more than 500 bust-cup-torso size variations," said Gimbels. I'm not sure I get it, but I have a pretty good idea.

Old-timers will enjoy the story of Peruna in a recent issue of *The American Mercury*. That was the golden age of advertising.

Chilton Publishing, in the trade press, told us about "Two cars in every mirage."

"Writing is Fighting!", says Esterbrook Pen. And much healthier.

Slogan for America: "Victoree in 'Forty-three!"

There are such things, as the song says, and Dexter Whittinghill sends me a tear-sheet from the classified department of the *Boston Globe*, revealing an unintended anatomical touch:

WANTED—2 women to learn reproduction business; must be strong; good pay to start, with increase as soon as able to produce. M 61, *Globe* office. 2t. n20

One of the best arguments I know of for the hyphen is revealed in a Longines Watch headline: "World Honored." That is newspaperese meaning that the world has been honored, but that isn't what Longines intended. It means that the watch has been honored all over the world. Therefore, it should have been written: "World-Honored."

Biggest advertising news at the turn of the year was about Lord & Thomas going out of business. "Loud & Promise," some of us young cynics used

to call it 'way back there. But in our mature years, we came to respect the billing and the output of the big place, not to mention its \$12,000,000 in reserve ... a lot of lettuce for any firm operating on 15% commission.

Legendary figure of L&T was the late Claude Hopkins, "the only copywriter who ever made a million dollars." Since Hopkins, however, there have been a half-dozen other copywriters who made a million dollars. I never made a million, but I had a million laughs.

T. HARRY THOMPSON

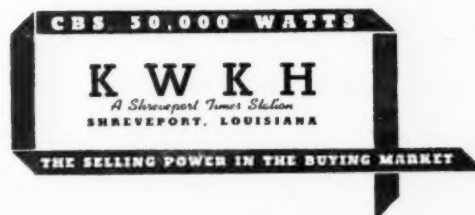
GAUGED FOR PROFITS



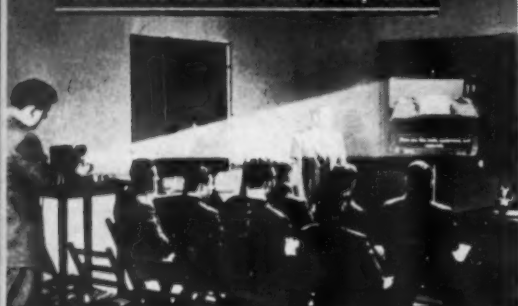
There is spendable income in the rich oil and gas producing area of East Texas, North Louisiana and South Arkansas ... money that circulates, buys the products that you have to sell. That's why many alert advertisers have gauged this market for greater profits ... are reaching the area's more than 300,000 radio families* with one of the most potent sales media of the south — 50 kw KWKH. Include KWKH on your "A" schedule ... for more sales in the world's richest oil and gas fields — a market gauged for greater profits for scores of KWKH advertisers.



*CBS sets net daytime circulation at 313,000 radio homes; net nighttime at 425,000. Member South Central Quality network. Ask Branhams Company for details.



The room must be reasonably dark.



Ordinary window shades, paper, cloth, or whitewash will darken the windows sufficiently.

No darkening of windows is necessary for small classes of 10 or 15 students if the room has no direct sunlight.



The screen should be in the darkest part of the room.

Plug the projector cord into a socket that will still be "live" when the room lights are turned out.

← Circuit A—Classroom Lights



Circuit B



Tie the projector cord to the table leg. Then, if anyone trips over it, the projector will not fall from the table.

If bitter experience hasn't already taught its lesson, those who run film meetings are likely to run into forty varieties of trouble—almost all of which can be easily headed off by careful advance planning. In a new 80-frame slidefilm, "Tips on Slidefilms," Jam Handy provides a safe series of rules to follow.

[78]

Slides Tell How To Plan and Run A Successful Film Meeting

Produced by Jam Handy, this 80-frame sequence summarizes the "do's" and "do-not's" for most effective use of films as meeting tools.

THE success of visualized sales meetings and conferences where slidefilms (filmstrips) or motion pictures are a part of the program, depends, to a large extent, on the leaders of the meetings.

Generally speaking, the hazards of individualized meetings are not in the projector or in the equipment which is used, but in their improper use. When this is known and appreciated, leaders of meetings need not fear.

In a new 80-frame reading or discussion-type slidefilm, "Tips on Slidefilms," produced by The Jam Handy Organization, this subject has been visualized in the simplest possible form for the guidance of those leaders who are anxious to proceed with their visualized meetings with an assurance that "nothing will go wrong."

The material which is used in "Tips on Slidefilms" has been based on the aggregate experience gained from several thousand sales-training and group meetings during the pre-war period. In it simple rules are pictured which will make the most of lighting, of screen placements, and of audience arrangement. Purely mechanical faults of the routine type also are explained, and ways to forestall them are suggested.

This slidefilm is divided into five sequences, each sequence picturing and describing a single phase of the use of the medium. The salient points in the sequences are:

1. Preparation of the Room.

The meeting room should be ready *before* the meeting opens. It must be reasonably dark. Darkening, however, is not necessary for small groups of 10 or 15. Place the screen in the darkest area of the room, and place it high enough in order to give everyone an unobstructed view of the pictures. The screen never should be placed in a draft because a waving screen results in an out-of-focus image. Place the projector just far enough from the screen so that the image will fill it completely. The projector also should be high enough so that the heads of the audience do not obstruct the projected picture. A small rug put over the cord will prevent people from tripping over it. The projector cord should

be tied around the leg of the table so that the projector will not fall over if someone *should* trip over the cord.

2. The Projector and Its Use.

Be sure the sprocket holes on the side of the film are firmly engaged with the sprocket teeth. The lens should be out about half way. It then should be pulled in and pushed out until the picture is clear and sharp. To rewind the film, start at the end, with the dull side out. Fingers should be kept off the face of the roll. Do not start with a large loop. Start with a small one to prevent the emulsion from being scratched.

3. Projector in the Meeting.

The four-step meeting program is comprised of introduction, presentation, discussion, and summarization. The leader reads all the copy in a clear voice so that everyone can follow the presentation. The film then is shown again, with pauses for open discussions of each subject. The instructor accomplishes this participation through his leadership. He does not dismiss a subject with a "yes" or "no" until everyone in the audience has had an opportunity to contribute to the final agreement. It sometimes is well to summarize by quickly reviewing the entire film.

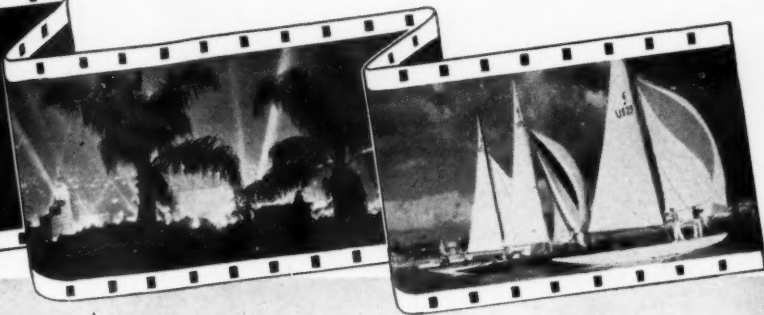
4. Individual Use of the Slidefilm. A small picture can be projected almost anywhere—on the floor or on the ceiling. New men can study and review films privately to refresh their memories.

5. Use of the Slidefilm as a Reference. There are many ways to display slidefilm subjects so that one can find what he needs without too much trouble. Most slidefilms contain many pictures which can be traced on a blackboard or on an easel for continuous reference or study. It is well to have some one catalog a series of slidefilms, since information is available only when it is *known* to be available.

The pictures shown here have been taken from the film, "Tips on Slidefilms," and they give some idea of the pictorial and text treatment of the production as a whole.

SALES MANAGEMENT

THERE'S MORE TO THE
PICTURE THAN THIS



Now LOS ANGELES has gone
INDUSTRIAL

We're surprised, too—at what's happened here! But certainly these facts warrant a new look at this war-changed, war-broadened Los Angeles market:

Today, Los Angeles County is the center of America's tremendous aircraft production—building nearly one-half of all our fighting planes. Fourteen shipyards are at peak production. Petroleum activity is at an all-time high. And 96 new industrial plants opened here during the past year.

Result: Los Angeles County industrial payrolls alone hit \$75,000,000 a month last year. They're on the increase this year.

Much of this industrial activity is new—a plus to the already fertile Los Angeles sales market. And, most important to advertisers, the long-range planning of Southern California industry is good assurance that most of this plus will carry over—will continue—in the post-war future.

FACTS FOR YOUR FILES

What do local advertisers do? For over 60 years, more classified advertising has gone to The Times than to any other Los Angeles newspaper. Last year The Times surpassed all in food lineage . . . rang up an 11% leadership in total display advertising.

The Times, with the West's largest home-delivered circulation, leads the field in all major Media Records advertising classifications—Retail, General, Financial and Classified.

Los Angeles Times

REPRESENTED BY WILLIAMS, LAWRENCE & CRESMER
NEW YORK • CHICAGO • DETROIT • SAN FRANCISCO

SALES LETTER ROUND TABLE

[If You've Written a Letter That Gives
an "Extra Satisfied" Feeling, Send It
In. It May Win a Round Table Prize.]

Have You Inactive Accounts? Send Them a Goodwill Letter

J. H. Donahue, sales manager, The Abbott Ball Co., Hartford, Conn., has a neat way of packing a lot of goodwill in a letter to rouse inactive accounts. The first of the year he found himself confronted by a list of inactive accounts. He checked it carefully and then decided to put at least part of the blame on the Abbott company, and this is the letter he sent to each one on the list:

"You have the answer to a question that is puzzling me.

"Yesterday our bookkeeper gave me a list of accounts that had not purchased in 1942. They were being transferred to the inactive ledger. I was sorry to see that your company was among them.

"It's easy to blame things like this on the war, but if you were in my position now you'd feel the same as I do about this. You'd wonder if it was just a case of no requirements, or if something has cropped up to disturb the pleasant relations between our two companies. You'd probably sit down and dictate a letter just as I am doing now. And I'd answer that letter—just as I am hoping you will answer this one.

"Regardless of what has happened, won't you tell me all about it? If something we have done or left undone has disturbed you—some misunderstanding, perhaps, has caused you dissatisfaction—we want to know about it. We want to make it right.

"The information that you can give me is worth more than a postage stamp. But there's not much else I can do except make it as convenient as possible for you to reply. So write on the back of this letter if you wish. The enclosed envelope will bring your answer directly to my desk. I'll get busy on it immediately—be sure of that."

Are Your Men Sellers'-Market Cocky? Warn Them This Way

Has the sellers' market made some of your salesmen a wee bit cocky? There are always some who take on that dictatorial attitude during wartime, and a little warning to them won't go amiss. Here's how G. T. Truck, advertising manager, John F. Jelke Co., Chicago, knocks sellers' market cockiness out of its salesmen:

"The easiest way to be a 'heel' in the selling business and to make enemies, is to be arrogant and independent.

"In the last war, several companies developed a good number of enemies by being dictatorial. War usually means a

seller's market—a time when the salesman is on a spot in his attitude and treatment of his customers.

"This is the time when he can do a greater selling job—for his company—his product—and himself by treating his customers fairly and respectfully. His customers certainly realize we are at war—and war brings hardships. However, he can sell them the idea that despite restrictions and regulations, he is doing his utmost to help keep his customers' business as close to normal as is possible. He must not forget to say, 'Thank you for the order'—to show appreciation—even at a time when he can be independent. He must remember that *there will be* a tomorrow.

"At this time, we thought it proper to repeat the attached case insert that reads:

"Just to tell you that we appreciate your business.

"Please post this insert on your bulletin board and call it to the attention of your sales organization together with the reasoning that prompted it."

The Friendly, Personal Touch Gets the Money from Them

Edward Weck & Co., Brooklyn, N. Y., hits a new note in a collection letter it sent out recently. The friendly, personal touch resulted in many friendly responses as well as checks from customers who would ignore the usual type of collection letter. F. E. Booth, vice-president, wrote it and this is what he said:

"All of us are so busy these days that we do not have time to be very sociable in our business relations.

Prize-Winning Letters for February

E. B. NELSON
Advertising Manager
U. S. Gutta Percha Paint Co.
Providence, R. I.

J. H. DONAHUE
Sales Manager
The Abbott Ball Co.
Hartford, Conn.

G. T. WRUCK
Advertising Manager
John F. Jelke Co.
Chicago, Ill.

"While this is the time for submitting your monthly statement, I am going to take time to tell you of one interesting phase of our business today. We have employed sixty girls to make surgical instruments. Their success in this work has been simply amazing. They have matched the spirit of our boys who are on the battle field. A few of them are college graduates, but they are putting in fifty-four long hours of hard labor every week.

"These girls want to do something to help the War Effort and they are particularly anxious to make instruments which will save a soldier's life. I know, in many cases, their compensation is secondary. We are all giving less thought to profits and money and more thought to serving others.

"We are making a great effort to increase our production for the Army and we need and would appreciate your help in keeping your account within ninety days. We need the money badly and it is necessary to save on bookkeeping and office work. May we have a check for \$6.61 to cover your July account."

He Pats Them on the Back When They Discount Bills

N. N. Stein, of the credit department of the Aerovox Corp., New Bedford, Mass., pats erstwhile slow-pay customers on the back for discounting their bills, and builds goodwill with such letters as this:

"When your account was running beyond our terms of sale a little while back, we shouted for your remittances.

"Since we did not hesitate to bring those past due items to your attention, we feel that we should not hesitate to tell you, at this time, that we are delighted at the fact that you are now discounting your bills, and are happy to see that you have attained the ability to do so.

"You probably won't hear from the writer now for a long long time, but rest assured, the pleasant thoughts will be there nevertheless."

Kate Smith Plugs for This Twelve Dollars

Paul O. Kuebler, credit manager, The Petrol Equipment Co., Hartford, Conn., brought Kate Smith in on this one: "Kate Smith's slogan is, 'If you don't write you're wrong.'

"We think we are right—how about a check in the amount of \$12.00, to clean up your overdue account?

"Let's start the NEW YEAR 'clean.'"



Farmer Peter Krump of Kent, Minnesota, (left) and daughter Patricia, 9, receive award from Governor Stassen for outstanding production of war foods.

WHAT MAKES A NEWSPAPER GREAT ?



"DID YOU HEAR? GOVERNOR STASSEN JUST AWARDED THE FIRST 'A' FOR AGRICULTURE!"

A NEW FLAG was unfurled December 29, 1942, in the office of Minnesota's Governor Harold E. Stassen—a maroon "A" on a golden background, honoring Minnesota farmers who excel in producing vital war foods just as the Army-Navy "E" honors superior industrial producers.

First to receive the Minnesota "A" was husky 45-year-old Peter Krump of Kent, Minn., whose 1.120 acres, in 1942, yielded 20,000 bushels of oats, 8,300 bushels of corn, 4,300 bushels of barley, 1,250 bushels of flax, 400 tons of alfalfa; nurtured 35 milk cows, 220 hogs, 160 sheep, and 750 chickens.

Nine daughters and five sons, ranging from 4 to 20, help Farmer Peter Krump make the farm front hum. Patricia (above) tends chickens, does housework. "A" flags for farmers who set new marks in producing war-winning foods, and "A" pins for their families and hired hands, are provided by the Minnesota state legislature and business men's committees.

Helping spread word of the awards and bestow them worthily is Axel Hansen, farm editor of The Minneapolis Star-Journal and Tribune newspapers. Nationally known as a farm manager and livestock judge, Farm Editor Hansen has developed and milked three world-champion dairy cows, including six-year Cham-



Axel Hansen

pion Duchess Skylark Ormsby, first cow to yield more than 1,200 pounds of butter fat in a year. Axel has judged the National Dairy Show four years, the Canadian Royal Livestock show at Toronto 11 years in the last 16, scores of others all over America.

Farmer Krump and family are subscribers to The Minneapolis Star-Journal and Tribune newspapers, like more than 300,000 other families daily, more than 350,000 Sunday, in Minnesota and the upper Mississippi valley.

They know Farm Editor Hansen as an expert counsellor, and they know his newspapers as a good friend and neighbor as well as a dependable news source.

Minneapolis Star-Journal and Tribune

JOHN COWLES • President

STAR-JOURNAL (evening) + TRIBUNE (morning) Over 300,000 ★ SUNDAY TRIBUNE Over 350,000

FEBRUARY 15, 1943

[81]

Media & Agency News

Agencies

Advertising agencies entered the second year of war more than ever at the service of the Government, through the Advertising Council. The fats salvage campaign, on which \$500,000 was spent last summer, will be repeated, through Kenyon & Eckhardt, on probably a more consistent basis, starting in a few weeks. The general salvage campaign, for metals, rubber, etc., also may be run again, through McCann-Erickson. The motor car conservation program, on plans prepared by Campbell-Ewald, Arthur Kudner, Inc., and Lennen & Mitchell, may become a reality this spring, after many delays.

* * *



DRILL

Your way into the
huge well of
New Britain
spending power with
consistent Herald
advertising

**NEW BRITAIN
HERALD**


NEW BRITAIN, CONNECTICUT
The Hardware Center of the World

STORY, BROOKS AND FINLEY, REPRESENTATIVES

★ ★ ★ ★ ★ ★ ★ ★

★ To create public ★
★ opinion favorable ★
★ to your business... ★

★ CHOOSE THE ★
★ LEADER IN ★
★ THE BUSINESS ★
★ FIELD... ★



Meanwhile, five agencies are working, through the council, on various aspects of the Government's 1943 food program: Ferry-Hanly Co., on farm production goals; McCann-Erickson, Chicago, on Victory gardens; J. Walter Thompson Co. on point rationing; Benton & Bowles on nutrition and food conservation, and Erwin, Wasey on farm manpower, as part of the Council's general manpower work.

* * *

MacFarland, Aveyard & Co., Chicago, opens a New York office, in the RCA building, under A. E. Aveyard, to serve eastern clients, which include *Saturday Evening Post* and National Board of Fire Underwriters. . . . Brisacher, Davis & Van Norden, Pacific Coast firm, opens at 250 Park avenue, New York. . . . Batten, Barton, Durstine & Osborn opens an office in the Pacific Mutual building, Los Angeles, in charge of W. B. Geissinger, to serve, among others, North American Aviation. B.B.D.O.'s Hollywood and San Francisco offices continue—the latter managed by Charles MacDougall, who succeeds the late R. L. Hurst.

* * *

Wayne Tiss is placed in charge of radio for western offices of B.B.D.O. Frank Silvernail, from Young & Rubicam, is now business manager for radio with B.B.D.O., at New York, succeeding Carroll Newton, now associate radio director. John M. Bridge, from McCann-Erickson, joins B.B.D.O., at Minneapolis, as account representative on General Mills.

* * *

Daniel M. Gordon is appointed media manager of Ruthrauff & Ryan, New York, under Walter G. Smith, vice-president. . . . Donald McGuinness, from the Blue Network, becomes manager, Chicago office of Campbell-Sanford Advertising Co. . . . Donald R. Dawson, formerly promotion manager of the Portland *Oregonian* and Stations KGW and KEX, joins Mac Wilkins, Cole & Weber Agency, there. . . . Logan R. Dickie, co-founder with Leonard J. Raymond of Dickie-Raymond, Inc., Boston, retires to devote his time to his dairy business and his work as a member of the Massachusetts Legislature. . . . H. Sumner Sternberg joins L. H. Hartman Co., New York, as merchandising director. . . . Charles Tomlinson is now production manager of J. M. Mathes, Inc., New York, succeeding Warren Brooks, who becomes an account executive. . . . Kenneth W. Plumb, vice-president of Federal Advertising Agency, is commissioned a lieutenant in the Naval Reserve.

* * *

Lawrence Valenstein, president, and Joseph Lorin, vice-president of Grey Advertising Agency, New York, are appointed special consultants to WPB's Division of Information, to aid cooperation of retailers with the new Inventory Limitation Order.

* * *

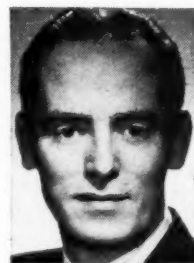
Accounts: American Home Products Corp. (institutional) and Pennsylvania Central Airlines to J. Walter Thompson Co. . . . *Saturday Evening Post* appoints MacFarland, Aveyard & Co. for all its advertising and promotion. . . . House of Westmore, Hollywood, cosmetics, to Small & Seiffer, New York. . . . L'Orlé, Inc., cosmetics, to L. H. Hartman Co. . . . Rising Paper Co., Housatonic, Mass., to J. M. Mathes, Inc. . . . American Screw Co., Prov-

idence, to Sutherland-Abbott, Boston. . . . Lehigh Coal & Navigation Co. to Lewis & Gilman, Philadelphia. . . . Fearn Laboratories, Inc., Chicago, food specialists, to James V. Malone Organization, Chicago. . . . Dobbs division of Hat Corporation of America to Abbott Kimball Co., New York.



William R. Baker is new Benton & Bowles executive vice-president.

William R. Baker Jr., for several years in charge of General Foods accounts at Benton & Bowles, has been elected executive vice-president of this agency. . . . Edward R. Beach, from Procter & Gamble Co., is now assistant to Clarence B. Goshorn, president of B. & B.



And Robert A. McNell becomes a vice-president of Blackett-Sample-Hummer.

Robert A. McNell, New York, and David J. Kepner, Lakeland, Fla., manager, have been appointed vice-presidents of Blackett-Sample-Hummer. . . . E. W. Federer, from Geyer, Cornell & Newell, becomes media manager of B.S.-H., New York.

Newspapers

Wilmington, Del., *News-Journal* Newspapers, aided by National Newspaper Promotion Association, recently wrote to 60 United States and Canada newspapers to find how they were meeting the "newsprint situation." Among "obvious curtailments" reported were reduction of free lists and complimentary mailing copies, cutting down on time renewals are allowed to pay, reduction of reprint pages for promotional purposes, elimination of all returns.

* * *

In addition to reducing society and sports pages—in several cases as much as 50%—and general tightening of news, comics and feature space, individual newspapers, such as the *Boston Post* and *New York News* are educating readers to give news dealers a helping hand. The *News* also will raise advertising rates about 10%.

* * *

Washington *Evening Star* promotes the fact that for 11 consecutive years it has led the nation in total advertising. In 1942, the *Star* carried 23,054,485 lines, followed by the *Detroit News*, 21,487,767; *Baltimore Sun*, 21,416,007; *New York Times*, 21,302,132, and *Chicago Tribune*, 19,521,300. Then came *Milwaukee Journal*, *Philadelphia Inquirer*, *New York News*, *Los Angeles Times* and *Akron Beacon-Journal*.

THESE "WAR ALBUMS" CAN HELP COMPANY HEADS UNDERSTAND WAR-TIME ADVERTISING

SPECIFICALLY PREPARED TO HELP ADVERTISING MEN AND SALES MANAGERS MEET THESE 2 PROBLEMS:

1 How to get the ear of busy management on advertising matters.

2 How to help them understand the many valuable war-time uses of advertising.

"A GUIDE TO EFFECTIVE WAR-TIME ADVERTISING."

This 140-page book is packed full of practical help for sales managers and advertising people. It shows, by example, how Management, absorbed with war production, limited by manpower shortages, can use advertising to help solve war-time problems; help war production; help clear up war-time customer-relations problems; help meet manpower problems; help build a sound foundation for future business.

It illustrates a wide variety of war-time applications of sound war-time advertising principles. The stories behind many of the campaigns are described by the advertising men responsible for them. Many of these successful war-time campaigns are explained by the company heads concerned.

5,000 requests for "Guide"

Sales officers and advertising men have told us how the "Guide" has helped them demonstrate to company heads the many important uses to which advertising is being put today. It helps them show the right combination of advertising and literature that can save time, save man-power, save jobs like these:

- 1 Help in the education and training of customers' personnel.
- 2 Help industry with its ever-growing maintenance problem.
- 3 Speed technical information (or offer technical service) to the men directly engaged in war production.
- 4 Help carry some of the load of over-burdened sales-service departments.

2 AN ADVERTISING MANAGER'S OWN "WAR ALBUM."

"We No Longer Need To Advertise... If—" It is the best example we've seen so far of a simple way to show company heads, specifically, and by example, why they should authorize advertising expenditures today. A simple presentation prepared by Richard Hayes, Advertising Manager of the Okonite Company, is a most practical example in the hands of an advertising man who's faced with the problem of demonstrating why a company should keep on advertising at a time when it has "nothing to sell."

First Come, First Served

A limited number of remaining copies will be distributed in the order of the receipt of requests. (Preliminary distribution was

through the representatives of A.B.P. papers.) Check the right square on the coupon (all three if you have use for all three pieces) and mail at once if you want to be sure to receive your copy.



SPECIAL REPORT TO CONSUMER-GOODS MANUFACTURERS.

"How You Can Help Your Retailers Solve Their War-Time Problems!" We realize that one of the most difficult advertising problems rising out of the war, is that of the consumer-goods manufacturer whose ability to supply his retailers has been curtailed or stopped. Yet some have found ways to convert their merchandising paper advertising to war-usefulness just as effectively as they have converted their plants to war production.

Facts, Not Theories

This aid is not an exposition of A.B.P.'s theories and opinions. It is a report of recent visits with retailers, and of the methods of advertisers who have found ways to make their advertising helpful to business paper readers at a time when help is so desperately needed. It lists for your convenience a number of war-time problems that retailers told us about. It shows, by example, how consumer-goods manufacturers are publishing the kind of helpful information that will unquestionably give them a competitive advantage after the war. It reports, too, what Washington officials like Thurman Arnold and Leon Henderson say about the valid services which advertising can perform today.

VALUABLE "THINK-STARTERS"

These three "War Albums" will not work miracles. We doubt if any one of them will be the whole answer to your problems. But all three of these pieces are powerful "think-starters" which will probably give you a clue to what you can do, through advertising, to help your company by helping your customers. And they can help you get busy Managements' ear on advertising matters and help you explain what war-useful advertising can do for them today. Any or all are yours for the asking. Just check and mail the coupon.

THE ASSOCIATED BUSINESS PAPERS
Room 2407, 369 Lexington Avenue, New York City

Please send me, without obligation, my free copies of the A.B.P. "WAR ALBUMS" checked below.

☐ 1 "A Guide to Effective War-Time Advertising."

☐ 2 An Advertising Manager's Own "War Album."

☐ 3 Special Report to Consumer-Goods Manufacturers.

NAME _____

COMPANY _____

POSITION _____

STREET _____

CITY & STATE _____

ASSOCIATED BUSINESS PAPERS

A national association of business publications devoted to increasing their usefulness to their subscribers and helping advertisers get a bigger return on their investment.





A naming contest and an artist created "Big Aggie," the abundant woman who characterizes Station WNAX's trade paper ads. She was first introduced publicly by this doll-replica presented to agency heads Milton H. Reynolds (left) and Earl Allen (right), by Station Manager Phil Hoffman (center). The doll was made by Station Promotion Manager Harold Storm's wife.

Provincial daily papers received the largest share (22.4%) of British Government advertising, totaling about \$6,000,000, in the first 10 months of 1942, reports J. Walter Thompson Co. London dailies had 21.9%; London Sundays, 20.2%; provincial and suburban weeklies, 14.8; magazines, 12.9, and the balance in several media.

National significance of the New York *Sunday News* (circulation 3,600,000 plus) was dramatized last fortnight at meetings of advertising executives in several large cities, presenting "*Sunday News, U.S.A.*," a 90-page book of market and circulation data of newspapers and magazines.

Metropolitan Group starts to promote "the first national newspaper network," in newspapers and business papers, through L. E. McGivena & Co. The group now represents 40 large newspapers with combined circulation of more than 14,000,000.

New York *Sun Digest* is launched as a monthly promotion publication condensing features, columns, editorials and news stories of that newspaper. . . *Jewish Daily Forward*, New York, releases a study of buying power and habits of its readers, conducted by Hooper-Holmes Bureau. . . Bureau of Advertising, A.N.P.A., issues promotional folders on reader interest during the recent newspaper truckmen's strike in New York and on newspapers in educational work.

Harold Hall, business manager, New

York *Times*, heads the committee for the annual dinner of Bureau of Advertising, to be held in conjunction with the American Newspaper Publishers Association convention, at the Waldorf-Astoria, New York, April 22.

In a second study of the Johnstown, Pa., *Tribune*, made on November 19, 1942, Advertising Research Foundation finds increased wartime newspaper readership. This is part of the Continuing Study of Newspaper Reading.

Radio

Highest level of listening to sponsored network programs since early 1940 is noted by C. E. Hooper, Inc., in its January 30 report. The national rating was 12.6.

Blue Network joins with CBS and Mutual in issuing advertiser expenditure data for 1942. The Blue's billings totaled 15,782,493, an increase of 22.74% from 12,858,169 for 1941. . . Sterling Drug, Inc., led advertisers on this network with \$1,710,654, followed by American Home Products, \$1,453,832; Miles Laboratories, \$1,277,917 and Ford Motor, \$1,012,626. Others in the Blue's top ten were General Mills, Coca-Cola, Sun Oil, Carter Products, Andrew Jergens and Swift & Co. . . Blackett-Sample-Hummer led agencies, with \$2,454,298, followed by Young & Rubicam, Wade, J. Walter Thompson, Maxon and Roche, Williams & Cunningham. . . Drugs and toilet goods accounted for more than 40% (\$6,841,576) of total billings.

The Blue reported a 37% in gross time sales on the four stations (WJZ, New York, WENR, Chicago, WMAL, Washington, and KGO, San Francisco) represented by its national spot sales department.

NBC's national spot sales division, representing 11 stations, had an increase of 12% in 1942.

Mutual Broadcasting System announces a substantial increase in network budget and expanded service. General Tire & Rubber Co., new owner of the Yankee network, doubles Yankee's Mutual shares and WIP, Philadelphia, becomes a Mutual stockholder.

WJWC, Hammond, Ind., 5,000 watts, discontinues operations. . . WCOL, Columbus, Ohio, and WOLS, Florence, S. C., join the Blue network. . . WAGA, Atlanta, appoints Headley-Reed Co. national representative.

Robert H. Moody, formerly commercial manager, is appointed manager of WHIO, Dayton. Lester Spencer becomes assistant manager. . . Shepard Chartoc is named western division publicity director, at Chicago, for CBS, succeeding James Kane, transferred to New York. . . John Esau is appointed general manager of KTUL, Tulsa, succeeding the late William C. Gillespie. . . David G. Jones, former business manager of WLAW, Lawrence, Mass., and Jones Scovern, from KSD, St. Louis, join Free & Peters, New York office.

WJSV, CBS station in Washington, D. C., issues a promotion piece on the Capital's new workers titled "Look at Industrial Washington." . . WFAF, New York, NBC station, introduces a "1943 Parade of Stars," recorded bits from a number of its program, broadcast mornings.

Magazines

Newsweek launches an editorial department on "Postwar Horizons," to "forecast and explore world living after victory." . . *Time* announces that "ever since November 1 a special staff, consisting of an editor, two writers and four researchers, has been working to develop a new department, . . . which will publish a series of articles under the title "Background for Peace." The project is an outgrowth of the *Time-Life-Fortune* Post-War Department.

United States News urges advertisers to send "definite dates on your advertising contract for the remainder of the year," so that the magazine can "arrange at once to accommodate as many advertisers as possible."

American Magazine increases business paper advertising, through L. E. McGivena & Co. . . *Collier's* launches a newspaper campaign in nine large cities, through Arthur Kudner, Inc., on the theme, "First win the war . . . but build now for peace."

Charles L. Cushing, from Campbell-Ewald Co., is now promotion manager of *Liberty*. . . William DeVitalis, formerly eastern advertising manager of *Liberty*, joins the New York sales staff of *Macfadden Women's Group*. . . Peter J. Dennerlein, manufacturing director of Crowell-Collier Publishing Co., is elected a vice-president of the company. . . Russell Brittingham, from *American Magazine*, joins the eastern sales staff of *Cosmopolitan*.



KOB ALBUQUERQUE

50,000-25,000 WATTS • 770 KC
NBC AND BLUE NETWORK PROGRAMS

Ask your Agency to ask the Colonel!
FREE & PETERS, Inc., National Representatives



Ruth Marschel now directs promotion for American Legion Magazine.

James V. Baily is elected vice-president in charge of circulation and Grover Fox vice-president in charge of production of Farm Journal, Inc. Both have been with the publication for 30 years. . . Ruth Marschel, from *Collier's*, is appointed promotion director of *American Legion Magazine*, succeeding Margaret Sidney Eaton, who joins the Blue network. . . Ray Miller is now Detroit manager of *Liberty*. . . C. L. Starr, formerly national advertising manager of the *New York Post*, joins the eastern advertising staff of *Woman's Home Companion*.

The *Commonweal*, Catholic weekly published by laymen, carried 51.3% more advertising in January than in January, 1942. Both were five-issue months. . . *Better Homes & Gardens* sponsors and donates to the Office of Civilian Defense a new sound picture titled "Gardens of Victory." . . *Fawcett Women's Group* issues a Reader Forum study on "Personal Daintiness."

Business Papers

Chester J. LaRoche, Young & Rubicam, chairman of the Advertising Council, is awarded a gold medal for services to advertising, in the annual advertising awards sponsored by *Advertising & Selling*.

Robert L. Taylor resigns as advertising manager of Monsanto Chemical Co. to become editor of *Chemical Industries*, New York. . . Jacob F. Weintz is elected vice-president and George J. Bolint treasurer of *Tide*. . . Lansford F. King, from Aitkin-Kynett Co., Philadelphia agency, is now managing editor of *Post Exchange*, New York. . . Clarence A. Johnson becomes advertising manager of *Syndicate Store Merchandiser*, New York.

To conserve paper, *Aero Digest* discontinues newsstand circulation.

106 Farm Publications Start Scrap Drive

Three million tons, or an average of 1,000 pounds from every farm in the country, is sought by the Farm Press Scrap Committee for the first half of 1943. James G. Watson, *New England Homestead*, Springfield, Mass., is chairman of the committee. Other members are Kirk Fox, *Successful Farming*, Des Moines; Ray Kelsey, *Ohio Farmer*, Cleveland; Berry Akers, the *Farmer*, St. Paul, and Irving W. Ingalls, *American Agriculturist*, Ithaca, N. Y. 106 farm papers will participate.

Outdoor Ad Bureau Elects Officers

Frank T. Hopkins is reelected president and Pierson A. Skelton is elected senior vice-president and general manager of National Outdoor Advertising Bureau. Mr. Skelton, with the bureau since 1925, becomes active operating head. J. J. Sullivan,

New York, and Frank A. Uhler and P. J. O'Donnell, Chicago, are elected vice-presidents.

Crowell-Collier Adopts Paper-Saving Plans

Crowell-Collier Publishing Co. has started a five-point paper-saving plan for its three magazines, involving reduced weights of paper, reduced margins, mechanical controls of certain wastes of paper and sharp reduction of free copies. If necessary, Crowell-Collier will reduce subscription efforts, especially those involving man-or womanpower. If advertising must be curtailed, priority will be given to Government war campaigns.

To a NATIONAL ADVERTISER who is looking for an ADVERTISING MANAGER

Age: 40.

18 years experience in advertising and sales promotion as advertising manager of national magazines. Would like to work on your side of the desk.

Box 1028, Sales Management, 386 Fourth Avenue, New York.

WANTED

AN ADVERTISING AND SALES PROMOTION MANAGER OF OUTSTANDING ABILITY

● A large, old-established, and progressive manufacturer located in the metropolitan New York area, has an opening with one of its important divisions for an advertising and sales promotion manager of outstanding ability. This division manufactures and sells to the medical profession a limited number of important products that are firmly established and favorably known for their excellent quality.

The position is a permanent one in an essential industry. The initial compensation offered is commensurate with the responsibilities of the position and future compensation will depend upon ability to contribute to profits. The department is not a large one in terms of employees and total expenditures, but it is an extremely important one from the standpoint of sales and profits.

The person selected will have complete charge of advertising and sales promotion and will report to the general manager. He will be responsible for creating and executing medical journal advertising, direct mail advertising, educational films, educational literature, house sales organ, and all sales promotion activities.

Probably not more than twenty-five men have the necessary qualifications and experience to fill this position successfully. If you feel that you are qualified to meet the above requirements, please write us in detail giving personal and business background. To help us judge what you may be able to do for us, tell us in specific terms what you have accomplished for others. We shall not require the name of your present employer until we have established a mutual interest. Our own employees know of this advertisement. Please address your letter in confidence to:

General Manager,

Box 1027, Sales Management, 386 Fourth Avenue, New York



CHESTER - PA.
1st in Pennsylvania
12th in the U.S.A.

● Chester, most active of all Pennsylvania cities as shown by Sales Management's High Spot City March forecast, offers marketing executives one of the best sales opportunities in the country. . . . March retail sales of \$4,000,000 will be 31.7% over 1942 — and 24.8% above the national average. . . . Exceptional retail activity in a closely knit area, with high family income and relatively low sales and advertising costs, warrants special attention!

One daily newspaper covers this market, reaching over 26,000 families.

Chester Times
National Representatives
Story, Brooks & Finley, Inc.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★
★ 26 successful years ★
★ under the editorship ★
★ of Merle Thorpe... ★
★
★ CHOOSE THE ★
★ LEADER IN ★
★ THE BUSINESS ★
★ FIELD... ★



PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less).
Strengthen sales promotions with prints of testimonial letters, orders, etc.
For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
CORTLAND 7-4836

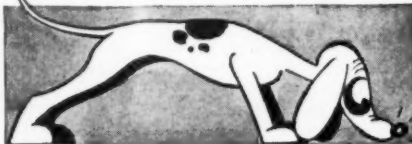
REST Replacement Center

Real rest helps you work to win
... all Mayfair rooms are comfortable and noise-proofed ... all beds have inner-spring mattresses.

HOTEL Mayfair ST. LOUIS
Over 50% of all rooms \$3.50 or less single



T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

Pittsburgh Market Map. By means of variously colored dots—each dot representing 100 families—this map shows at a glance variations in the economic complexion of Pittsburgh and Allegheny County. A table on the reverse side gives the following market data for each Pittsburgh ward and each civil division in the Allegheny County: economic level; 1940 population; 1940 occupied dwellings; average monthly rental value of non-farm homes; owner occupied dwellings, without bath; percentages of native-white, foreign-born and non-white inhabitants; median school years completed; percentage of white-collar workers; predominant nationality of foreign-born population, and the number of grocery stores and drug stores.

For copies write to D. A. Sullivan, The Pittsburgh Press, Pittsburgh, Pa.

101 Ways to Put More Fight Into the Production Front. Morale is inextricably linked with the rate of production. When morale is up, production is up; when it is down, production is down. This pamphlet, based on a study of the programs of ninety companies, as well as the WPB's morale-building program, lists 101 suggestions to bolster workers' determination to speed up production. Typical suggestions: Award a monthly medal for non-absentees. Print a war slogan above the endorsement space on every check. From Batten, Barton, Durstine & Osborn, 383 Madison Ave., New York City.

Why Advertise Now? This is a new revised edition of a little booklet published several months ago. The question in the title is answered by four logical reasons—all of them pointing to changes which the war is working in consumer buying habits, and which may persist after the war unless advertising creates and directs "desire for the advertised brand of the manufacturer who is audacious enough to be in there pitching." For copies, address H. K. Dugdale, Van Sant, Dugdale & Co., Court Square Bldg., Baltimore, Md.

New Rationing System for Processed Foods. Of particular aid to food companies which must help to explain to the consumer the intricacies of point rationing is this new pamphlet released by the Office of Price Administration. It explains briefly: What point rationing is; why rationing is needed; how it works; how point values will be set; how stamp values are determined; why point values will be changed, etc. For copies, write to Food Rationing Division, Office of Price Administration, Washington, D. C.

Advertising in a Total War: This is the third in *Collier's* series of brochures presenting the case of wartime advertising. Advertising managers and executives will find it worthwhile as a compilation of outstanding examples of wartime advertisements, designed to help the American people to understand and to solve many of their wartime problems. Advertising's role as a morale builder is pointed up clearly in the brochure. For copies, address Promotion Department, Crowell-Collier Publishing Co., 250 Park Ave., New York City.

Summary of the Census of Circulation. The war has produced significant changes in newspaper audiences from coast-to-coast. This study of newspaper readers in Los Angeles County shows that that area is far from being an exception to the rule. The analysis was confined to readers from 15 years of age upward, and it defines a reader as "a person who reads one or more items other than comics on two or more pages other than the first page."

By comparing 1942 statistics with those for 1940, the analysis charts the gains in total population and total families for the county as well as the variations in the 17 economic districts which comprise the county, the reader percentage of population, the ratio of men readers to women readers, and the various age groups. The 1942 population further is broken down by men and women classified into seven occupational groups, while the distribution of total income by the 17 districts is given in dollars and percentages.

All this leads up to an analysis of newspaper circulations in the county in which comparisons are made on the bases of men and women readers, home-deliveries, men and women readers in defense and non-defense occupations, home ownerships, race differentiation and family incomes.

For copies write W. G. Pfaffenberger, Los Angeles Times, Los Angeles, Calif.

Did you miss

SENATOR PRENTISS
BYRD ★ BROWN

FORMER AMBASSADOR
DAVIES

in person on the NEW
MARCH OF TIME

Sponsored by the Editors of

TIME

The Weekly Newsmagazine

LISTEN TO A NEW GROUP OF
NEWS-MAKERS NEXT THURSDAY

NBC
NETWORK **10:30** P.M.
EWT

SALES MANAGEMENT

We Might Learn Something From Davy Crockett



Colonel David Crockett, frontiersman, soldier, legislator, raconteur, bequeathed to posterity this priceless bit of advice:

*"I leave this rule for others when
I'm dead
Be always sure you're right, then
go ahead."*

It's true this very minute, Davy, just as true now as when you said it early in the last century. Today more business men are using Ross Federal surveys, to get the facts first so that they are *sure* they're right before they go ahead.

Talk to a Ross Federal man today about your plans for tomorrow.



**ROSS FEDERAL RESEARCH
CORPORATION—18 EAST 48th ST., N. Y.**
And 31 Key Cities from Coast to Coast

Comment

BY RAY BILL

RATIONALIZING—WHAT IS IT? Washington recently broke forth with news about the probable rationalizing of industry, especially the civilian goods branches. Most of the stories we have read give anything but a clear picture of what it is all about or the real why of what is reported to be on foot.

Frankly, we fear this newest bit of word coinage. In the first place, we believe it nothing new at all, but just a new term used to camouflage what was formerly referred to as "concentration of industry."

We become automatically suspicious of anything that has to resort to such phraseology techniques to make itself palatable, and we take alarm at any proposed new move which cannot be presented in such simplified form that all who seek to understand it cannot readily do so.

On the premise that rationalizing really is no more than a new name for concentration of industry, we believe that the business men of the nation, and the Congress as well, should insist upon the fullest kind of investigation and study, lest new administrative directives with the equivalent force of legislated law suddenly be foisted upon us, and with damaging consequences to our economy.

Washington seemingly divides into two camps: those who think we fare best by copying what England has done by way of war measures, and those who believe each and every new war policy of our country should be worked out carefully in the light of the many factors which make us fundamentally different from England. The latter group seems to offer the safest and soundest course.

If the men who actually keep the wheels of industry rolling were to be given the problems of materials, manpower, etc., to solve, we feel that better and quicker solutions would be forthcoming—solutions which would preserve (instead of destroy) a maximum of our enterprise economy.

The simplification program followed during the World War a quarter-century ago offers far better possibilities than do the newer regimentation theories. Here is part of the story about conservation in the last war as told by A. W. Shaw, then Chairman of the Conservation Division of the War Industries Board:

"The procedure in the last war under the simplification program can be realistically illustrated in terms of the procurement of woolen cloth for uniforms for our armed forces.

"Representatives of the woolen industry were asked to come to Washington for a conference. It was believed that if they were given all the facts and the problem put squarely up to them, a practical solution could be worked out. These men, expert in the industry, were not told what to do or how to do it, for they knew all the tricks of the trade. And we banked on their being more hard-boiled with themselves than our Board could be with them. Three days later these men came back with a program.

"Since the problem that had been put up to them was one of military necessity, they proposed among other things to scrap certain wasteful trade practices and by using their equipment to its fullest extent release for war purposes, approximately half the looms ordinarily used for this type of civilian product.

"What began as an effort to get material urgently needed for military use developed into an intimate approach to the problems of conservation, not of materials alone but of facilities, of energy and of time. In the conferences with the woolen, clothing and garment manufacturers and distributors a sort of formula for dealing with an industry was evolved.

"It was found that in peace times almost all industries were encumbered with an unbelievable amount of unexamined tradition, which resulted in duplication of effort, waste of material, and unnecessary expenditure of energy.

"The other line of approach was to reduce the wide variety of types and styles of component parts and end-products which are always expanded in peacetime to increase demand, or for various competitive reasons.

"In all two hundred and twenty-five industries and trades—both those considered essential and non-essential—were brought under conservation schedules, until almost every type of business had its working committee, representative of the best thought of the industry as a whole.

"Disclosing shortages to the consuming public was avoided until the industries had a chance to organize to remedy or relieve them. But the representatives of the industries themselves were frankly given the hard facts; they were shown exactly what was needed in increased war production and asked to meet this need through conserving motions and power and materials.

"In the previous World War there were, at first, many skeptics among the business men, but the more astute business men soon discovered that the simplification program was resulting not only in more supplies for military and civilian use, but was also making it possible for them better to adjust their own operations to war conditions.

"The public, too, soon recognized that what often looked small and inconsequential in the individual case, in the sum total became large and important, and willingly played its part in the program. What civilians did resentfully under compulsion in other countries, they here did cheerfully as a high privilege.

"If the experience of the last war counts for anything at all, it forecasts that in winning this war, through simplifying our industries and our habits of life, we shall save our way of life. We shall enter the peace with a production and distribution system geared to the very highest point of efficiency for whatever competition we may face. Our present necessity may well prove to be our future security."

In this entire matter, we vigorously maintain that so-called rationalizing should be a last recourse, to be arrived at only when we shall have reached absolute desperation for better solutions of the same problems which rationalizing would seek to solve in an undemocratic, highly regimented way.